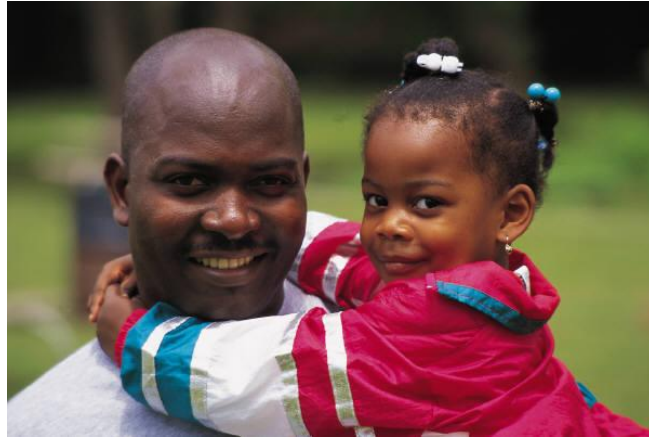


State of Arkansas

Child and Family Service Plans FY 2004 - 2005



**Submitted to
Administration for Children and Families
U.S. Department of Health and Human Services
By
Arkansas Department of Human Services
Division of Children and Family Services
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The Department of Human Services, Division of Children and Family Services is pleased to present the Child and Family Services Plan FY 2004 - 2005. We gratefully acknowledge and thank the many partners that assisted in developing this plan. The Division has been fortunate to work with informed and dedicated people who feel as we feel that every child matters, people need family, strong communities build strong families, our job is to empower people to help themselves and that we in the Division have a responsibility to provide services that work.

“The family is the corner stone of our society. More than any other force it shapes the attitude, the hopes, the ambitions, and the values of the child. And when the family collapses it is the children that are usually damaged. When it happens on a massive scale the community itself is crippled. So, unless we work to strengthen the family, to create conditions under which most parents will stay together, all the rest — schools, playgrounds, and public assistance, and private concern — will never be enough.”

Lyndon Baines Johnson

The Division of Children and Family Services

The Arkansas Department of Human Services (DHS) is the largest state agency with more than 7,500 employees working in all 75 counties. Every county has at least one local office where citizens can apply for any of the services the department offers. Some counties, depending on their size, have more than one office. DHS employees work in 10 major divisions and five support offices to provide services to citizens of the state. DHS provides services to more than 700,000 Arkansans each year.

The Division of Children and Family Services (DCFS) is one of the Divisions' in the Department of Human Services. The Division is the designated state agency to administer and supervise all Child Welfare Services (Titles IV-B and IV-E of the Social Security Act) and is in compliance with Titles VI and VII of the Civil Rights Act and operates, manages and delivers services without regard to race, color, religion, sex, age, national origin, mental or physical disability, veteran Status, political affiliation or belief.

The Mission of the Division

The Division of Children and Family Services is committed to child protection and family preservation. Every child is entitled to grow up in a permanent family. The primary and preferred way of achieving this goal is to provide families experiencing turmoil with services to prevent the need to place children outside their homes. When a child must be separated from the family, DCFS will provide a healthy and safe environment and will make appropriate and timely efforts to provide services to reunite the family. DCFS will provide appropriate homes for children who cannot be reunited with their families.

Our mission is to:

- protect children;
- maintain families, if this is appropriate, with the child's health and safety always considered paramount;
- provide quality services within available resources which enable families to maximize their potential and increase their abilities;
- preserve and enhance human dignity and worth;
- prevent or reduce the need for services.

The Division's Operational Structure

DCFS has four (4) major offices each with an Assistant Director to provide services and administrative support for children and family services programs:

- 1) Office of Community Services – This office is responsible for the direct and purchased service delivery of child welfare services in each of the 75 counties of the state. Each of the ten areas has an Area Manager, County Supervisors, Family Service Workers, Family Support Specialists and other county-based staffs to provide direct services. Services are also provided through a statewide network of community providers.

In central office, the Office of Community Services has a Client Advocate who assists DCFS consumers who have inquiries and complaints and a Foster Parent Ombudsman who assists foster parents who have questions and concerns.

- 2) Office of Community Support – This office provides program support for the following services: Protective Services, Family Support, Foster Care, and Adoptions. Manages the CAPTA grant. Provides services through Interstate Compact on Placement of Children (ICPC) and Central Registry. Oversees contracts for counseling, home studies, psychological evaluations, therapeutic foster care, IFS/counseling, day care, home studies, psychological evaluation, drug screenings/assessments and family protection.
- 3) Office of Finance and Administrative Support – This office provides support in the following areas: financial support, budgeting, funds management, accounts payable, contracts management, and personnel.
- 4) Office of Legislative Analysis Research and Planning – This office provides administrative and programmatic support in the areas of planning, policy development, planning for mental health care for foster children, child welfare agency licensing, and professional development and staff training. Council for Accreditation (COA) is coordinated through this office to obtain and maintain accreditation for the Division.

The Division's Provision of Services

The Division purchases services from private and public agencies, universities and individuals, using state and federal funds. Programs and services of other Divisions within the Department of Human Services (DHS) are also available to clients of DCFS. Delivery of services is coordinated with other Divisions administering TEA/TANF Medicaid, Food Stamps, Social Services Block Grant and other federal entitlement programs.

Appendix I is the Division's organizational chart and Appendix II is a map of the ten (10) DCFS Areas.

The services are authorized and funded in conjunction with various state and federal laws that govern the operation of the Division. The major federal laws governing service delivery, as amended, are:

Civil Rights Act: Titles 6, 7, and 9

Rehabilitation Act: Sections 503, 504

Americans With Disabilities Act: Title II

Social Security Act Titles:

IV-A Temporary Assistance for Needy Families (TANF)

IV-B Child Welfare Services

IV-E Foster Care and Adoptions Assistance

XIX Medical Services

XX Social Services Block Grant

Public Laws: 93-207 Child Abuse and Neglect

94-142 Handicapped Children's Act

96-272 Adoption Assistance and Child Welfare Act of 1980

96-273 105-89 Adoption and Safe Families Act of 1997

Description of Services

DCFS will use its state and federal funding to purchase services for clients who come to the attention of the Division. Clients enter the services system at any point based on their need for services. DCFS staff provides case planning, referral and case management services. The Division approves and supervises foster homes. An array of services may be purchased from a variety of organizations including child welfare agencies, private psychiatric hospitals, community-based agencies, universities, other state divisions, licensed individuals, and hospitals. Services range from prevention to adoption or other permanent living situations.

Purchased Child Welfare Services include the following:

- Statewide comprehensive medical examinations for foster children through a contract with the University of Arkansas Medical School's Department of Pediatrics.
- Therapy, diagnosis and assessment services for adolescent sexual offenders through a contract with the University of Arkansas Medical School's Department of Pediatrics .
- Individual, family, marital and group therapy and various individual and group counseling services from private agencies, mental health associations, or private practitioners throughout the state.
- Parenting education and support classes provided by staff housed in county offices.

- Professional language interpreters statewide when serving families that do not speak English.
- Deaf interpretation services statewide for families with hearing disabilities.
- Services to disabled children.
- Emergency shelters for children, runaways and teens.
- Purchased services to children in the custody and care of DCFS include therapeutic foster home programs, psychiatric residential treatment, comprehensive residential treatment, residential treatment, respite care, health services, independent living.

The Division will use Title IV-B, Part 2 monies for the following:

- Family Preservation (Protection and Support) - Intensive Family Services, Respite Care, Psychological Evaluations, Drug Screening, Paternity Testing, day care, wraparound program.
- Family Support: Intensive Family Services step-down programs, day care enrichment programs, deaf interpretation services, and tutoring services.
- Adoption Support: Home studies, adoption home studies, recruitment and life books, respite care, and adoptive parent training.
- Time Limited Family Reunification: Intensive Family Services, purchase of plane tickets for reuniting children with their families for visits and returning home, purchase of car seats for infants and children to meet new seat requirements for the state, substance abuse counseling, substance abuse treatment, day care, psychological evaluation services, drug screening.
- Child Protective Services – Services to preserve families and protect children encompass a comprehensive continuum of services designed to address the life needs of the child and the family. These services include concrete services such as: housing, transportation, cash assistance, rental deposit, day care, food, and direct therapeutic intervention both for the family, as a whole, and for individual family members. The array of services to preserve families and protect children are either direct or purchased services.
- Adoption Promotion - Services and activities designed to encourage more adoptions out of the foster care system, when adoptions promote the best interest of children, including such activities as pre- and post- adoptive services and activities designed to expedite the adoption process and support adoptive families.

- Independent Living Services - Each child in DHS custody, age fourteen or older, for whom the goal is not reunification shall be provided with instruction for development of basic life skills. Each child, age sixteen or older, shall be assessed every six (6) months to determine the progress in acquiring basic life skills. Services identified in the assessment to help the child achieve independence will be provided either directly or through contract. Each foster parent caring for, or interested in caring for, a child age fourteen or older, and each Family Service Worker responsible for any children, age fourteen or older, shall receive training in helping children acquire basic life skills.

Description of Children Under the Care of the State Juvenile Justice System

A description of the “the number of children under the care of the State child protection system who are transferred into the custody of the State juvenile justice system.” States should provide contextual information about the source of this information and how they define the reporting population.

In the Division’s CHRIS system, a report is available that list children who are placed in Division of Youth Services facility, as of June 22, 2004 thirty (30) children are placed. DCFS continues to offer services to the child and family. The Division of Youth Services maintains a database with identifying data on each child, date of birth, county of residence and other demographics on the child served by their programs.

The Division does not use the federal funds under Title IV-B, subpart 2, to supplant federal or non-federal funds for existing family preservation and family support services.

Appendix III includes service definitions and service accessibility.

Arkansas Population/ DCFS Population



Population of the state is 2,673,400

- 33rd among states

Population of children 18 and under is 680,369

- 34th among states

Indicators of child well-being trends from 1990 – 2000 indicate

- The infant mortality deaths < rate decreased from 9.2 to 8.4 (deaths per 1000 live births)
 - Arkansas ranks 40th among states
- The Births to teens < rate decreased from 50 to 35 (per 1000 females ages 15 – 17)
 - Arkansas ranks 41st among states
- Teens (ages 16 - 19) who are high school dropouts decreased from 11.4% to 9.5%
 - Arkansas ranks 24th among states
- Families with children headed by single parent > increased from 23% to 28%
 - Arkansas ranks 24th among states
- Children living with families where no parent has full-time year-round employment < decreased from 31% to 30%
 - Arkansas ranks 45th among states
- Children in poverty < decreased from 24% to 22%
 - Arkansas ranks 44th among states

The Division's service population for State Fiscal Year (SFY) 2003:

- To protect children, the DCFS conducted 19, 699 investigations of child maltreatment reports;
- To maintain children in their homes safely, we provided protective services to 9,172 families;
- To support families and prevent abuse and neglect, we provided 899 families with supportive services;
- We placed 6,213 children in foster care to assure their safety; and,
- We placed 422 children in permanent adoptive homes.

Sources: US Censuses 2000, KIDS COUNT 2003 Data Book, DHS Annual Statistical Report SFY 2003. See appendix IV for a review of our service population for the last five (5) state fiscal years (SFY) years.

Division's performance indicators for State Fiscal Year (SFY 2003) were:

- Percentage of families with true allegation of child maltreatment after a previous true report; 3 months after a previous report is 4%, six months after a previous report is 6% and one year after a previous report is 9%. All percentages decreased from SFY 2002.
- Percentage of foster families with true cases of child maltreatment is .67% - the National Standard is .57%.
- Percentage of children who were abused or neglected within one year of the initiation of receiving supportive services is 5%, who were abused or neglected within one year of the initiation of protective service is 6% who were abused or neglected within one year of the initiation of intensive families services is 3%
- Percentage of children who entered care within one year of initiation of supportive services is 2%, who entered care within one year of initiation of protective services is 8% and who entered care within one year of initiation of services intensive services is 11%.
- Percentage of children in foster care who returned home within 18 months of care is 82%
- Percentage of children in foster care who experienced more than three (3) placements within 18 months of entering care is 19%.
- Percentage of siblings in foster care who are placed together is 66%.
- Percentage of children living with adoptive families within twelve months of termination of parental rights is 54%.

Compliance Index for SFY 2003 indicates that:

- Timely initiation of child maltreatment assessments is 84%. The Goal is 95%.
- Timely completion of child maltreatment assessments is 76%. The Goal is 90%.
- 24 hour initial health screenings for children in foster care, completed timely is 88%. The goal is 95%.
- 72 hour initial health screenings for children in foster care, completed timely is 92%. The goal is 95%.
- Comprehensive health exams for children in foster care, completed within 60 days is 89%. The goal is 95%.

- We recruited 294 families to be foster family homes. The goal of foster home recruitment is 320 homes (80 homes a quarter).
- Foster home re-evaluations completed timely was 94%. The goal is 95%.
- Weekly visits of children required to be made by workers is 32%. The goal is 85%.

Source: The Division of Children and Family Services, Annual Report Card for SFY 2003

The Division's Partnership Foundation Initiatives

The Division is involved in a number of on-going partnership efforts. Members from all of the various committees have been very active in developing our Child and Family Service Plan (CFSP) and our Program Improvement Plan.

DCFS Advisory Committee – This committee is chaired by the Director of the Division with representatives from all stakeholder groups including a foster parent, an adoptive parent, a consumer, a foster youth, and representatives from the education community, provider community, Administrative Offices of the Court, Arkansas Advocates for Children and Families, This group meets quarterly to give input into our services, performance and input into our planning efforts.

The Supreme Court Ad Hoc Committee on Foster Care and Adoption - Under the auspices of the Court Improvement Project managed by the Administrative Offices of the Court, the committee meets periodically to assess dependency-neglect proceedings, make findings and recommendations and implement plans for improvement in court practice to enable children who are abused and neglected to be placed in safe and permanent homes in a timely fashion.

Professional Development Team – The Professional Development Team (PDT) is the advisory body for the Divisions' competency based training system and an essential component in assuring the ongoing effectiveness and quality of the training program. The team is involved in decision-making, operational planning and program evaluation for professional development and advocates for policy, procedural, and other changes in the service system to help achieve high practice standards. Committee membership is made up of the MidSOUTH Program Directors, representatives from the Academic Partnership, DCFS Area Managers, Program Managers and Executive staff. Meetings are on a regular basis, typically bi-monthly or quarterly as determined by the membership.

The Foster Child Mental Health Collaborative – In April 2001 the DCFS Director, Roy Kindle, invited representatives and decision-makers from other DHS divisions, other state agencies (e.g., the Department of Education and the Bureau of Alcohol and Drug Abuse of the Health Department), the judiciary, consumers and private providers to work with DCFS in a collaborative for the purpose of developing *“a statewide plan for improving foster children's access to mental health services”*. The members of the Foster Child Mental Health Collaborative (FCMHC) agreed to promote a systemic approach to mental health services that:

- Utilizes and enhances current successful systems
- Compliments and supports rather than duplicates other relevant initiatives in state government, including CASSP
- Utilizes the CASSP philosophy and services system- legislation from the last session (ACT 1517 of 2001) provides for an enhanced and expanded development and implementation of CASSP
- Utilizes national “Best Practice” methodologies
- Addresses the needs of special populations
- Addresses multi-cultural competencies

Members of the Foster Child Mental Health Collaborative continue to review and enhance the current DCFS system components and processes that impact mental health services for foster children and made recommendations for refinements of existing systems used for mental health services for children in foster care.

Foster Youth Advisory Board (YAB) - The goal of the YAB is to provide a necessary link for input from the youth/clients we serve in independent living (IL) programs and communication with other youth, staff and the public in each Area that information and concerns can be gathered and shared so that the program is always sensitive to the needs of youth. Representatives on the board include youth, IL coordinators, the IL Program Manager and other program staff. Meetings are held quarterly.

Education Committee – The Education Committee has representatives from the Department of Education, the MidSOUTH Training Academy staff, DCFS and University of Arkansas Medical Services (UAMS). The Committee is developing policy to meet the educational needs of a foster child especially the special education needs.

Annie E. Casey Foundation – This foundation is currently working with DHS to assist in the development of a performance management system that identifies the beliefs that drive DHS, the outcomes sought for families and children, and performance measures so that the Department will know whether those outcomes are being achieved. DHS is utilizing that work to implement a pilot project to work with courts on Family In Need of Services (FINS) cases by implementing a timely, integrated family assessment. The project is currently piloted in Garland County. Performance indicators for this project include reduction in out-of-home placements, days in inpatient psychiatric care, multiple placements and length of stay in foster care and increase in consumer satisfaction with services.

Arkansas Commission on Child Abuse, Rape and Domestic Violence – This commission was created to enhance the investigation, prosecution, treatment, support and prevention of cases of child abuse, rape and domestic violence. The Division works with the commission in establishing Citizen Review Teams, Multidisciplinary Teams and setting up training on child abuse and neglect issues for field staff, providers of services and Multidisciplinary Team members.

IV-E Partnership - DCFS contracts with the University of Arkansas at Fayetteville (UAF) to manage the Arkansas Academic Partnership in Public Child Welfare. This statewide collaboration between DCFS and the Arkansas universities (UAF, Arkansas State University, Arkansas Tech University, Harding University, Philander Smith College, Southern Arkansas University, University of Arkansas at Monticello, University of Arkansas at Pine Bluff and University of Arkansas at Little Rock) focuses on education and training to improve child welfare practice. The partnership objectives are to develop a family-centered child welfare curriculum and infuse it into interdisciplinary academic curricula statewide; to recruit and prepare university/college students for employment in the child welfare system administered by DCFS; and to better prepare child welfare workers and supervisory staff through state-of-the-art new staff training and continuing education.

Mentoring Supervisors Project- DCFS received a grant through the Southern Regional Quality Improvement Center on Child Protection (SRQIC) out of the University of Kentucky College of Social Work. The Schools of Social Work at UALR and UAF and the Arkansas Commission on Child Abuse, Rape and Domestic Violence partnered with DCFS in the grant proposal and implementation. The grant funded a research project in Mentoring of Child Welfare Supervisors for a three-year period, with an additional year funded for data analysis. Through the grant the Universities provide mentoring and support for participating child welfare supervisors of child protective service workers.

Project meetings are held to determine:

- influence of the intervention on practice;
- effects of the intervention on turnover ; and
- change in client outcomes.

COA Accreditation - DCFS is seeking accreditation approval through the Council on Accreditation for Services to Children and Families (COA). COA accreditation is a process of evaluating an organization against best-practice standards. The standards represent up-to-date research findings, regulations, and practice experiences that together serve to define quality organizational practice. DCFS has completed a self-study; on-site peer reviews and is awaiting approval of accreditation. The Division has received accreditation for Central Office, Areas I, IV, VI, VII, VIII, and IX. Waiting to get final accreditation for Areas II, III, V and X.

CQI – Continuous Quality Improvement (CQI) is a philosophy and set of techniques that allows an agency to look at their activities, tasks performance and create plans for improvement. It is a process model of direct service staff empowerment, creativity, and responsibilities also providing a process to assist local staff on issues that they could not resolve. The CQI Committee Central coordinates and oversees CQI activities. The CQI Committee receives copies of all CQI products and monitors to assure that corrective action is occurring. If they note that issues continue without correction over a period of time, they will bring this issue to the attention of the DCFS Executive. In addition, each service area will have a CQI Committee appointed by the Area Manager that coordinates and oversee CQI activities in that area.

Program Improvement Plan (PIP) – Each of the three PIP strategies has a Work Group comprised of DCFS staff from all levels of the organization: Family Services Workers, Family Support Specialists, County Supervisors, Area Managers, Program Managers, Central Office staff, and Assistant Directors. Each Work Group also has consumer and stakeholder participation, including foster parents, adoptive parents, providers, other stakeholders and consumers of services.

Final Accomplishments of the Child and Family Service Plan for FY 2000 – 2004

Goal 1: To ensure there is a system of prevention that reduces the number of families who enter the DCFS child welfare system.

Objective 1: To identify families at risk for entering the DCFS child welfare system.

Task 1: Collect baseline data of families currently receiving child welfare services and produce a report identifying the characteristics of these families.

Status - The CHRIS system produces a number of reports describing the profiles of children that include race, age, gender, language, and religion information.

Task 2: Develop a profile of families that may enter the DCFS child welfare system. Accomplish Date: Revised to March 30, 2003.

Status - A profile of children and families that may enter the system was prepared using U.S. Census Data that include income, race, age, gender, language, and religion information.

Objective 2: To identify resources which provide services to children and their families in each community.

Task 1: Complete an inventory of available resources that offer services to children and their families (prevention, in-home and out-of-home) in each county. Accomplishment Date: June 30, 2000.

Task 2: Develop a report identifying services currently available and unmet service needs, by county. Accomplish Date: Revised to July 2004.

Status - There have been a number of needs analysis conducted

- 58 focus groups in all areas of the state with consumers, foster youth, and established community groups, foster and adoptive parents. The feedback was used to analyze service needs.
- The Center for the Study of Social Policy surveyed foster parents to assess their satisfaction with the current supports provided by DCFS and determines if foster parents could benefit from increased supports. 366 or 37% of the foster parents responded to the survey.
- The Division surveyed adoptive parents to assess their satisfaction with the current supports provided by DCFS and to request input on service needs. 262 or 35% of the adoptive families responded to the survey. The Adoptions Unit reviewed the input and took action on several of the recommendations.
- There are a number of assessments processes employed in the Division that will continue, i.e. surveying of consumers and stakeholders, conducting focus groups of key informants, and reviewing contracted services on an annual basis.

Objective 3: To develop a system to inform DCFS county staff of available services.

Task 1: Design a system for maintaining current resource information on CHRIS. Accomplish

Date: Revised to June 30, 2004

Status – The CHRIS system includes a method for maintaining current resource information, but it was determined that there were problems with this system and DCFS and CHRIS staff are working to address these problems.

Objective 4: Develop a system to plan for needed resources that are not available.

Task 1: Design a planning system for services that are needed, but not available, to the extent possible. Accomplish Date: Revise to July 2004.

Status –Several documents available to DCFS are being used to identify the needs of children and families: CFSR Focus Group reports, the DCFS Needs Analysis, Center for the Study of Social policy Survey of Foster Parents report, the DCFS Survey of Adoptive Parents report, and the CWLA Rural Survey. Efforts are planned to review and revise services purchased to ensure that these address the needs of DCFS clients.

Objective 5: To enhance the volunteer workforce to support the efforts of DCFS to reduce the number of families entering our system.

Task 1: Research and develop a plan for an enhanced DCFS volunteer program. Accomplish Date: Revise to January 1, 2003.

Status: There are three (3) Big Brothers/Big Sisters programs in the state, North Central, Northwest and Central Arkansas. These programs have a community and school based component and all of these programs have foster children that are currently enrolled. The three existing programs recommend a collaborative approach between DCFS and their offices to develop funding to expand their programs to increase foster child participation. DCFS will continue to work with the Big Brothers/Big Sisters programs to create more resources.

Task 2: Develop an evaluation tool for the program. Accomplish Date: Revise to March 31, 2004.

Task 3: Begin implementation of a pilot volunteer program in at least one county per DCFS area, ensuring diversity in population. Accomplish Date: Revise to July 1, 2004.

Task 4: Collect and analyze data on program performance. Evaluate results and make recommendations e.g., eliminate the program, revise the program, or replicate the program in other counties. Accomplish Date: Revise to January 1, 2004.

Task 5: If recommended, complete statewide implementation. Accomplish Date Revise to: March 1, 2004.

Task 6: Issue a report on program progress and outcomes. Accomplish Date: Revise to June 1, 2004

Final Status: Due to budget restraints and changes in the Division of Volunteerism Staff, the objective was not completed and will be explored at a later time if funding is available.

Overall Status of Goal 1 - a system of prevention that reduces the number of families who enter the DCFS child welfare system.

Objective 1: To identify families at risk for entering the DCFS child welfare system. Tasks 1 and 2 were completed and the outcome achieved, as there are a number of reports that provide details of children and families served and the services available by area and county. As a part of our Quarterly Performance Report we look at those families receiving supportive services and identify the percentage of families who have a “true finding” report of child maltreatment. For SFY 2003 5% of families receiving supportive services had a “true report of child maltreatment.”

Objective 2 with tasks 1 and 2 were completed as the Division continues to inventory service needs. These inventories consisted of needs assessments, focus group sessions and surveying of clients and key stakeholders. Objective 3, task 1 was completed, as there is a system for updating and maintaining resources in CHRIS. The outcome for objective 2 and 3 were achieved as the CHRIS system and DHS Internet eSources provides information about services and is accessible to all staff. Objective 4 and task 1 was completed, as there is a system in place to identify service needs. We achieved the outcome as services were provided to families and the children that entered our system. Through our continuing Objective 5 task 1 Tasks 2 – 5 were not completed.

The overall goal was completed; however preventive services had been reduced due to lack of funding. Agency priorities are child safety, permanency and well-being for families and their children that enter our system.

Program Improvement Plan: Objectives 2 and 4 are being addressed in Strategy 2, Action Step: Review and prioritize service needs and contracts to existing budget allocations. Action Step 2.2 Expand the current array of services and address service gaps, especially in rural areas, to meet the needs of children and families served by DCFS in order to protect children and prevent removal.

Goal 2: Ensure DCFS' capacity to provide for the safety and well being of children and family members in the home.

Objective 1: Enhance Intensive Family Services (IFS) program statewide.

Outcome 1: Reduce percentage of children who might be placed if intensive services are not available. The Annual Report Card looks at children that began receiving intensive services who enter care within one year of receiving those services.

SFY 2001 10%

SFY 2002 13%

SFY 2003 11%

Outcome 2: Reduce average time a child remains in out-of home care by 10%.

The Annual Report Card looks at the percentage of children who return home in 6 months, 12 months, 15 months and 18 months and provides a comparison with the previous year's numbers.

SFY	6 months	12 months	15 months	18 months
2001	1,242 48%	1,617 63%	1,721 67%	1,846 72%
2002	2,141 63%	2,538 75%	2,661 79%	2,592 87%
2003	2,260 64%	2,697 74%	2,835 78%	2,957 82%

Task 1: IFS Task Force will be formed with leadership from Central Office of Community Services and representatives from Professional Development, Contract Management Unit, Policy and Planning, Quality Assurance, Office of Community Services field staff and provider representatives. This task was revised to survey current IFS providers and field staff regarding their opinions concerning the components of the IFS program description and solicit suggestions for change. Accomplishment Date revised to: June 30, 2002

Status – Completed as current IFS providers and field staff were surveyed regarding their opinions concerning the components of the IFS program description and suggestions for needed changes. The most significant and recurrent responses to the survey included the following: (1) referrals for IFS needed to be for families that were the most likely to benefit from the service; (2) funds were needed to help IFS families with day-to-day needs; (3) the IFS time limitation of 12 weeks needed to be extended; and (4) IFS families needed more information about community resources. Solutions to address these issues were developed and approved by DCFS Executive Staff.

Task 2: Monitor and evaluate services provided to IFS families. Accomplish Date: Revise June 30, 2004.

Status - The results contributed to the revision of Task 1. Information and suggestions from those most experienced with IFS (survey of field staff and IFS providers) resulted in program changes which may positively impact future outcomes for families. Monitoring and evaluation of IFS needs to be an ongoing activity. The annual report has been broadened to include all family preservation services and may not be IFS-specific as in the past. Any specific information on IFS will be reviewed. Other avenues for monitoring and evaluation will also be developed.

Task 3: Research available information on intensive family preservation services and programs by consulting with experts and with other states. Accomplish Date: Revise to January 1, 2004

Status – Completed as there was a thorough review of IFS case records and input from field staff and providers. CHRIS now provides two (2) reports on families receiving IFS; IFS Services Beginning the Previous Month and Monthly IFS Services Received Anytime During the Month. Internal and external research on IFS continues.

Task 4: Analyze, design, and implement plans to increase the availability of IFS statewide. Apply results of research and monitoring/evaluation of the IFS program regarding practice, policy, and contractual performance indicators. Accomplish Date: Revised to June 2003. STATUS – The survey of field staff and IFS providers was critical in our analysis of the IFS program and implementation of program changes in our efforts to increase the availability of IFS. The results of the survey led to changes in the IFS program description, policy, and contract performance indicators.

Status - The next contract year (SFY 2004) will see an increase of IFS availability by four counties for a total of 41 counties (40 DCFS contract/1 direct DCFS staff). Efforts to increase the availability of IFS are ongoing. The referral system will report types of cases that are accepted into IFS and the length of time that the family remains in IFS have been revised.

Objective 2: Develop and maintain a statewide, county by county, automated directory of service providers (contracted and non-contracted).

Task 1: Design a system for maintaining current resource information on CHRIS. Accomplish Date: Jan 1, 2002

Status – Completed as the CHRIS system includes a method for maintaining current resource information. In addition, the Department of Human Services is in the process of developing a web-based directory of programs, providers and services at the county, area and statewide level.

Final Status – Task completed – there is a directory in CHRIS. The CHRIS staff will continue to working on a number of SACWIS items around resources noted in the Assessment submitted to ACF.

Objective 3: Develop a system to plan for development of needed resources for in-home service delivery.

Task 1: Based on resource identification (Goal 1, Objective 2), develop a report identifying in-home services currently available and those needed, but not available, by county. Accomplish Date: Revise July 2004.

Status – There are a number of resources that identify what services are needed, e.g. Focus Group information, the Needs Analysis and the CWLA Rural survey. CHRIS will produce a report of in-home services currently being used. Using the CHRIS report, the Needs Analysis, the Focus Group input and the CWLA Rural survey, the Division will develop a report that identifies services needed by county. This is an ongoing activity either through the PIP work on Strategy Group 3 and with the Planning Unit's various focus group and surveying of families, age appropriate children.

Task 2: Design a planning system for services that are needed, but not available, to the extent possible. Accomplish Date: Revised to June 30, 2002.

Final Status – There are a number of planning efforts underway in the Division, PIP activities and related action steps, COA and consumer involvement, DCFS Advisory Committee and the other partnership efforts working together to identify service needs, gaps and recommendations for improvements.

Overall Status of GOAL 2: Ensure DCFS' capacity to provide for the safety and well being of children and family members in the home.

Objective 1, tasks 1 through 4 were accomplished to identify and enhance the Intensive Family Services program. Outcome 1 IFS services are not provided statewide. This is measured in the Quarterly Performance Report by determining for those families who received IFS, the % of children who were later placed; SFY 2001 10%, SFY 2002 -13%, SFY 2003 -11%. Outcome 2 has been achieved by 10% indicated in the data comparing 2001 to 2003, children are returned home as Objectives 2 and 3 tasks were completed as the Division's CHRIS system maintains and updates the resource directory. The Department of Human Services has developed a web-based directory of programs, providers and services at the county, area and statewide level - eSources. This directory is accessible and available to all DCFS staff. Outcome 1 – more timely placements and outcome 2 services meet the needs of families are continually being monitored by our agency.

Program Improvement Plan: Objectives 2, and 3 are being addressed in Strategy 2, Action Step: Review and prioritize service needs and contracts to existing budget allocations. Action Step 2.2 Expand the current array of services and address service gaps, especially in rural areas, to meet the needs of children and families served by DCFS in order to protect children and prevent removal.

Goal 3: Ensure DCFS' capacity to provide services focused on the health, safety, and reunification or other permanency goals for children in out-of-home placement.

Objective 1: Increase the number of foster homes by 20%. The increase will include foster homes that will accept children that DCFS has historically found difficult to place (e.g., males, teens, sibling groups) and will reflect the ethnic/racial diversity of the children entering foster care.

Outcome 1: More timely placements.

Outcome 2: Fewer disrupted placements.

Outcome 3: More timely achievement of reunification or other permanency goals.

Task 1: County DCFS offices will define the number and types of foster homes needed, but not available. Accomplish Date: July 2004 and on-going.

Status – The goal of the Division continues to be recruitment of 80 new homes per quarter. DCFS continues to strive to recruit a sufficient number of new foster homes. For SFY 2000, we recruited, in SFY 2001 we recruited , in SFY 2002 we recruited 271 and SFY 2003 the Division recruited 294 homes.

Task 2: A plan will be developed for each county and for the state, to recruit the types of homes that are needed. Accomplish Date: July 2004

Status – Each Area Manager submitted a Foster Family Need Assessment for each county. This needs assessment, which is completed annually, identified the types of foster homes needed by each county and was provided to the Foster Parent Recruiters to us as a guide for the types of homes that need to be recruited.

Objective 2: A system of mental health services will be developed.

Task 1: Develop a system for mental health services for foster children and other children served by the Division. Accomplish Date: July 2004.

Status - The Division of Children and Family Services continues to work with the Divisions of Mental Health (DMHS) and Medical Services (DMS), the Council of Community Mental Health Centers (CMHC), the Child and Adolescent Service System Program (CASSP), and other providers to develop an implementation plan for mental health services for foster children based on the Foster Child Mental Health Collaborative (FCMHC) document presented to the legislature in October 2002. Early in October 2002 the CMHC/DMHS/DCFS workgroup completed recommendations for major revisions in the organization and delivery of children's mental health services including both short-term and long-term solutions that would eliminate the need for the current Medicaid prior authorization process.

An Interim Study Proposal, HR 1036, was passed during Arkansas Legislative Session 2001. It requests that the House Interim Committee on Aging and Legislative Affairs and the Senate Interim Committee on Children and Youth conduct a study to determine if necessary, accessible, and timely mental health services are available to Arkansas' children. DCFS staff participated in this study and the resulting work group. In January 2003 the work group of the Children and Youth Subcommittee

presented recommendations to the larger committee that were based primarily on the Foster Child Mental Health Collaborative (FCMHC) document and subsequent collaborative planning efforts with DMHS and the CASSP Coordinating Council. The recommendations of the FCMHC targeted organizational and service delivery changes within the Department of Human Services and proposed new approaches for legislative consideration.

When confronted with a new Medicaid prior authorization process for RSPMI services to children (April 2002) the stakeholders represented in the FCMHC group aggressively promoted the concepts and ideals agreed upon in the collaborative document. The results have been the development of a Medicaid Quality Improvement Committee (QIC) for children's mental health services (September 2002), major changes in Medicaid's process throughout the past 12 months, and an agreement with Medicaid to develop a different approach to utilization management compatible with FCMHC recommendations by July 2003.

DCFS is represented on the QIC and receives weekly statistics from Medicaid on foster children's approval/denial of mental health services. The ability to monitor service access through the QIC has resulted in the reversal of Medicaid outpatient service denials for over 300 foster children in the past 12 months. The QIC developed and approved a level of care benefit package and a revised intake form that were incorporated by Medicaid into the PA process beginning Monday, December 16, 2002. A grievance process was also developed and implemented similar to Medicaid's adult grievance process with the DMHS being the point of appeals for denials.

The lack of connection between the PA process for inpatient and outpatient services and the resultant inability to monitor continuity of care across these service types was identified by the QIC as a major problem. This issue has now been addressed and largely resolved by DMS with the selection of a new Medicaid managed care contractor, APS, who will begin services July 1, 2003. DCFS has also begun a dialogue with DMS and APS for the purpose of developing data interface with the statewide-automated child welfare information system, CHRIS. The QIC will continue as an on-going process to provide general oversight of utilization management for U21 Medicaid mental health services.

Implementation of these recommendations for major revisions in the organization and delivery of children's mental health services will enable children to receive the appropriate and necessary mental health services they need.

Objective 3: Create a system of support for adoptive parents, including Adoptive Parents Support Groups in each DCFS area, and a statewide newsletter on adoption that could be distributed to adoptive parents and adoption-related community service providers and advocates and other appropriate people and organizations.

Outcome 1: Fewer disrupted adoptions: SFY 2003 9 disruptions, SFY 2002 16 disruptions, SFY 2001 13 disruptions and SFY 2000 26 disruptions.

Outcome 2: Greater availability of adoptive parents for SFY 2003 282, SFY 2002 306, SFY 2001 265, SFY 2000 – 252.

Task 1: Develop and implement a plan for the creation and support of at least one adoptive parent support group in each DCFS area. Accomplish Date revised to: June 30, 2004.

Status – Not on target as Adoption Specialists have struggled with the effort of establishing and maintaining adoption support groups. Presently only five (6) DCFS Areas have active adoption support groups; II, IV, V, VI, VIII, and X have groups. An adoptive home recruiter from Central Office will be assigned to work with DCFS Areas I, III, VI, VII, and X as needed to assist in the development of groups in these areas.

Final Status - The adoption program went through a restructuring effective 7/1/03. The geographical services areas changed from ten to five. The new areas are called Southwest Adoption Field Services Area, Southwest Adoption Field Services Area, Central Adoption Field Services Area, Northeast Adoption Field Services Area and Southeast Adoption Field Services Area. Presently, there is at least one adoption support group in each of the five new areas except the Southwest Adoption Field Services Area. The Southwest Area reports that they have just not found the interest among adoptive families to keep a group going, at this time. The staff has put forth efforts, but they have not worked out. The Northeast Area, on the other hand, has been very successful in establishing adoption support groups. They now have five active groups in their area.

Task 2: Develop a statewide newsletter on adoption. Accomplish Date revised to: October 30, 2001

Final Status – Completed as a statewide newsletter has been developed and was published in September 2002. The newsletter was initially available on the DHS/DCFS adoption web site. DCFS will be publishing a Division wide newsletter that will include an area regarding adoptions. The 1st publication is planned for July 2004.

Objective 4: To ensure the effective use of cross-jurisdictional resources to facilitate timely adoptive or permanency placements for waiting children.

Outcome 1: No adoption will be delayed or denied when an approved family is available outside the jurisdiction with responsibility for handling the case of the child.
There has been no delay or denial of cross-jurisdictional adoption requests.

Outcome 2: An increase in the adoption rate annually of 10% by 2001.
For children freed for adoption, these have increased each year in SFY 01-392, SFY 02 - 487, and SFY 03 - 422 with children placed in adoptive homes.

Task 1: Research the Criteria and Approval Standards for adoptive families in other states.
Accomplish Date: July 1, 2000

Status – Task was completed in 2001, as there is a process that is currently used by the Adoptions Unit to make adoption placements in other states. If an appropriate adoptive family is located in another state, a home study is requested from the licensed agency that approved the family as an adoptive family. If the home study reveals that the home does not meet all standards, then a plan is coordinated with ICPC to bring the home into compliance.

The Division continues to submit information on children to the AdoptUSKids – the National Adoption Exchange; currently there are 50 – 60 children listed on this site.

Task 2: Review the ICPC process to determine barriers to timely placement and make recommendations to address those barriers. Accomplish Date: April 1, 2000.

Status – Task completed as the ICPC unit developed an automated system (ACCESS database) to track all in-state and out-of-state referrals better. Clear procedures and time frames were developed to process referrals. This is a management tool to provide this Unit with the ability to monitor all pending requests and act on these in a timely manner.

Task 3: Research the current usage of finders' fee for adoption of children with special needs and prepare a report with recommendation. Accomplish Date: July 1, 2000

Task 4: If decision is made to utilize finders' fees, develop plan to do so, including determination of fee scale, contract or agreement. Accomplish Date: Revise to January 1, 2002

Final Status – Research on the use of finders' fees has been completed. A plan with recommendations has been developed for review and approval by Executive Staff.

Objective 5: Ensure compliance with ASFA transition rules for filing a petition to terminate parental rights when a child has been in Foster Care 15 of the most recent 22 months

Outcome: TPR petitions will be filed unless a compelling reason exists on 1/3 of all cases by October 29, 1999; 2/3 of all cases by April 29, 2000; and on all of the cases by October 29, 2000.

Task 1: In conjunction with Office of Chief Counsel (OCC), workers will conduct Permanency Planning Hearings in accordance to policy.

Status – Task was completed in 2000.

Task 2: OCC will review 100% of their cases in July 1999, to assure compliance.

Status – Task was completed in 2000.

Task 3: CHRIS will continue the development of a monitoring tool to track children in care 15 of 22 months.

Status – Task was completed in 2000.

Task 4: DCFS will coordinate efforts with the Administrative Office of the Courts (AOC) to implement ASFA requirements. Accomplish Date: October 29, 2000

Status – Task was completed. OCC has reviewed all cases, CHRIS produces a Permanency Planning Detail report on a monthly basis for OCC and area staff, and efforts are coordinated with the Administrative Offices of the Courts.

Overall Status of GOAL 3: Ensure DCFS' capacity to provide services focused on the health, safety, and reunification or other permanency goals for children in out-of-home placement.

Objective 1 task 1 and 2 were completed as staff in counties/areas defines foster family home needs and completes an annual needs assessment. The Division continually monitors outcomes 1, 2 and 3. Objective 2 – tasks completed as children who need an adoptive home are listed in ADOPTUSKIDS. The ICPC Unit developed an automated tracking system to maintain all ICPC referrals. Objective 3, task 1 Adoption Support Groups in all DCFS Areas, there are five and there are 10 Foster Support Groups for those families that continue to serve foster children and tasks 2 Adoption Newsletter was published and the Division will publish articles in the Foster Pride and DCFS Newsletter. Outcome was accomplished as there has been a decline in the number of disrupted adoptions; SFY 2003 9 disruptions, SFY 2002 16 disruptions; SFY 2001 13 disruptions, SFY 2002 26 disruptions. Outcome 2 has been achieved, as there has been an increase in the number of available of adoptive parents in SFY 2003 282, SFY 2002 306, SFY 2001 265, and SFY 2000 252.

Objective 4, task 1 all permanency planning hearings are conducted within policy, task 2 – Office of Chief Counsel conducted a review of all cases, task 3 CHRIS produces a report to track children in care 15 to 22 months and task 4 DCFS actively participates with Administrative Offices of the Courts regarding matters involving the courts. Outcome 1 was achieved, as there has been no delay or denial of cross-jurisdictional adoption requests. Outcome 2 was accomplished, as there has been an increase in the adoption rate annually of 10% by 2001. For children freed for adoption, these have increased each year in SFY 01-392, SFY 02 - 487, and SFY 03 - 422 with children placed in adoptive homes. Objective 5, tasks 1 through 4 were completed. Outcome was achieved as TPR petitions have been filed unless a compelling reason exists on 1/3 of all cases by October 29, 1999; 2/3 of all cases by April 29, 2000; and on all of the cases by October 29, 2000.

Program Improvement Plan: Objective 1 is being addressed in Strategy 3, Action Steps 3.1, 3.3, 3.4, and Objective 2 is being addressed in the PIP, Strategy 2 , Action Step 2.6 Increase the percentage of children in foster care who receive initial, comprehensive and ongoing mental health services that are documented in CHRIS and hard copy files.

Goal 4: Enhance automated systems to increase the agency's capacity to administer and manage fiscal and programmatic requirements.

Objective 1: Enhance CHRIS fiscal capabilities to allow for payment of foster care board and adoption subsidies, for tracking obligations against appropriations/budgets, and for production of monthly fiscal Status reports.

Task 1: CHRIS will be enhanced to allow for payment of foster care board and adoption subsidies and be able to track expenditures from the system. June 30, 2000.

Status – Completed as the Foster Care Board Payments and Adoption Subsidies programming changes are in place and operational in CHRIS. The Foster Care Trust Accounting process was transferred to a new accounting system. This has been added to the CHRIS system. It provides field staff daily updates on the amount in a child's trust account. It also balances the account when money has been used for the child.

Objective 2: Enhance CHRIS so that it is a complete and accurate directory of service resources.

Task 1: CHRIS will be enhanced to allow for field staff to access information about resources. Accomplish Date: Revised to June 30, 2002.

Final Status – Completed and on going as the CHRIS system includes a method for maintaining current resource information, but it was determined that there were problems with this system including: too many staff entering data, data entered erroneously, and information entered repeatedly. CHRIS staff receives the monthly list of Contracts and updates CHRIS on any changes/revisions. The field staff will notify the CHRIS Help Desk when there is a new contract to enter the new Resource into CHRIS.

Objective 3: Identify and train staff responsible for maintaining and updating the resources within the directory.

Task 1: Train staff responsible for maintaining and updating resources. Accomplish Date: Revised to June 30, 2002 – Ongoing.

Status for task 1 and 2 - Work was done to clean up the data; modifications were made to the system to restrict the entry of new contracted resources to designated staff (CHRIS Helpdesk staff only).

Objective 4: Develop an automated eligibility determination system.

Task 1: Design and develop the automated eligibility determination system. Accomplish Date: Revised to Jan 30, 2002.

Status – Completed as the specifications, design and construction has been completed for an Eligibility Determination function. The function is fully operational and available statewide.

Objective 5: Increase CHRIS' ability to produce ad hoc reports.

Task 1: Design and implement DCFS' ability to produce ad hoc reports. Accomplish Date: June 30, 2000.

Status – Internal Intranet CHRISNET report distribution has been in operation for over a year. Also, reporting tools have been implemented which have increased the ad hoc ability for technical staff. Working with the reporting groups across DHS, a reporting database has been built with a production cycle, which improves the amount of time needed to produce standard point-in-time reports. The CHRIS system continues to add reports for Division management and staff.

Objective 6: Develop automated financial contract monitoring system.

Outcome: Increase quality of services received through contract funding.

Task 1: Design an automated financial contract monitoring system. Accomplish Date: Revise to June 30, 2002. Due to a number of SACWIS requirements still needed in the CHRIS system, this task was deleted.

Objective 7: Automated Program Needs Assessment.

Task 1: Design an automated program needs assessment. Accomplish Date: June 30, 2003. Due to a number of SACWIS requirements still needed in the CHRIS system, this task was deleted.

Objective 8: Develop "Smart Card: Electronic Benefit Transfer System" for all families/children serviced by DCFS. Due to a number of other Information Technology needs, this objective is being deleted.

Task 1: Develop system for use of smart card; plan for training staff and foster parents. Accomplish Date: June 30, 2004. Due to a number of SACWIS requirements still needed in the CHRIS system, this task will be deleted.

Overall Status of Goal 4 - Enhance automated systems to increase the agency's capacity to administer and manage fiscal and programmatic requirements.

Objective 1, task 1 was completed as the CHRIS system tracks and facilitates foster and adoption subsidy payments, task 2 was completed as the Division's CHRIS system maintains and updates the resource directory. The Department of Human Services has developed a web-based directory of programs, providers and services at the county, area and statewide level-eSources. Outcomes were achieved as Objective 3, task 1 was completed field and key program staffs are trained on the resource function in the CHRIS system. Objective 4, task 1 was completed as the CHRIS system contains an IV-E eligibility system. Outcomes were achieved as duplicity of eligibility was reduced, CHRIS was enhanced to meet SACWIS requirements and determinations are timely. Objective 5, task 1 was completed as the CHRIS system prepares and provides ad-hoc and standing reports. Outcomes were achieved as requests for reports are timely and CHRIS Net provides reporting the 6 National Standards (displayed by Area and County). Objectives 6, 7 and 8 were deleted in 2002 due to a lack of funding for these automations and completing the SACWIS requirements in the CHRIS system are a priority.

Program Improvement Plan: Objective 7 is being accomplished as a part of Strategy 2, action step 2.2.2 Implement the service needs assessment methodology.

Goal 5: The Division of Children and Family Services will recruit, train and retain qualified staff in sufficient numbers to meet family centered and supervisory standards.

Objective 1: Development of a positive recruitment plan and promotional packet.

Task 1: Enhancement of web-site pages listing current vacancies within DCFS. Accomplish Date: June 1, 2000.

Status Completed. The Department of Human Services web site has a page with a listing of all vacancies, continuously advertised positions, and pay scale with instructions on how to apply for jobs and the job application.

All job listings are available on the State of Arkansas website. This includes information on how to apply for the job and a blank job application form.

Task 2: Removal of negative language contained in the Career Opportunities Bulletin has been accomplished.

Accomplish Date: March 1, 2000.

Status– Task was completed in 2000.

Objective 2: In collaboration with the university partnerships (UALR and UAF), DCFS will develop and implement a division-wide plan for leadership development, including case supervisory training and a career track for child welfare management.

Task 1: Creation of a curriculum for leadership development.

Accomplish date: Revise to June 30, 2003.

Status – Completed as curriculum by MidSOUTH has been developed, submitted and reviewed by DCFS Executive Staff. This curriculum will be provided as an additional two-day event immediately preceding the DCFS new supervisor training scheduled for June 2004. There will be a minimum three presentations offered a year for new supervisors.

Objective 3: The Division will develop a competency based training program.

Task 1: Work continues on developing competency-based training. Accomplish Date: June 30, 2002.

Status – Completed as revisions, modifications, and additions have been incorporated into pre-service Family Service Worker (FSW) training as required by Federal/State/DCFS Administrative mandates.

Objective 4: The Division will develop worker incentive initiatives.

Task 1: Options to assure staffing standard of 15 cases per worker will be developed, addressing vacancy ratios. Accomplish Date: Revise to September 1, 2003.

Status– Division staff and contractor completed a Workload Analysis, a data collection methodology, used to measure the workloads of the Family Service Workers. The data collection began in February 2001. A report published in 2002 outlining the results was prepared and presented to Executive staff for necessary action.

Task 2: Causes of worker stress will be reviewed, and options to decrease stress recommended. Accomplish Date: Revise July 1, 2003.

Status – The Office of Chief Counsel, Audit Section conducted a review of worker training and retention of 165 Family Service Worker staff that attended training for the period July 2000 through June 2001. The study consisted of a mail-out survey to all Family Service Workers, face-to-face interviews with current staff and telephone interviews with former staff. A report was prepared and presented to the Worker Recruitment and Retention Committee. Information from the report was used in the worker recruitment and retention efforts. Worker Recruitment and Retention plan was developed and recommendations from the committee are currently being implemented. The agency is continuing to look at worker retention issues in analyzing Exit Surveys completed by staff that leaves the Division.

Task 3: Utilization of flexible scheduling. Accomplish Date: January 1, 2000.

Status – Completed, as there is a flex schedule option in the county office for direct field staff. It was discovered that staff do not find this a useful option and the Worker Recruitment and Retention Committee recommended exploring the possibility of having on-call staff positions.

Task 4: Inclusion in competency based training program of stress and time management. Accomplish Date: Currently on going.

Status– These topics are covered in the current FSW pre-service curriculum. This curriculum is a part of the CORE training that is provided to all Family Service Workers prior to assumption of their caseload. Training in these topics also included in Social Service Aide (SSA) training.

Overall Status of Goal 5: The Division of Children and Family Services will recruit, train and retain qualified staff in sufficient numbers to meet family centered and supervisory standards.

Objective 1, tasks 1 and 2 have been completed as the DHS Website list jobs available and the listing is in positive language. Objective 2, task 1 was completed, as there is a supervisory curriculum; Objective 3, task 1 was completed as work continues to revise and enhance competency-based training. Objective 4 task 1 was completed as the Division continues to monitor staff caseloads for budget preparations, task 2 was completed and continues as the Division surveys staff retention and satisfaction issues, and task 3 was completed as the Department of Human Services has administrative procedures outlining flex schedule opportunities. Objective 4 task 1 was completed as new worker training CORE includes topics on dealing with stress and time management.

Program Improvement Plan: Training in PIP includes:

<u>Identified Trainees</u>	<u>Strategy and Action Steps and Topic</u>
Family Service Worker & Supervisor	Strategy 1, Action step 1.2 New Assessment Process
Family Service Worker & Supervisor	Strategy 1, Action step 1.3 New Case Planning
Area Manager, Family Service Worker & Supervisor Adoption Specialist Adoption Supervisors. Judges and court staff, OCC Attorneys	Strategy 1, Action step 1.4 Concurrent Planning
Independent Living Coordinators Family Service Worker & Supervisor Area Manager, Foster Parent, Service Provider.	Strategy 1, Action step 1.5 Independent Living Services
Family Service Worker & Supervisor	Strategy 1, Action step 1.6 Visitation
Family Service Worker & Supervisor	Strategy 1, Action step 1.7 Sibling Visitation after TPR Strategy 2, Action step 2.4 Strategy 2, Action step 2.4 Educational Needs
Courts, Attorneys DCFS Staff, T.P., Birth Parents, Service Providers	

<u>Identified Trainees</u>	<u>Strategy and Action Steps and Topic</u>
Family Service Worker & Supervisors	Strategy 2, Action step 2.3 Information about services
Family Service Worker & Supervisors Foster Parents, Service Providers	Strategy 2, Action step 2.5 Physical Health
Family Services Workers & Supervisors Foster parents, Service Providers	Strategy 2, Action step 2.6 Mental Health Needs
Family Service Worker & Supervisors Area Managers	Strategy 3, Action step 3.1 Foster Parent Recruitment
Family Service Worker & Supervisors Foster parents	Strategy 3, Action step 3.2 Level of Care System
Foster Parents	Strategy 3, Action step 3.3 Intensive Skill Building.

Training Accomplishments and Update

University of Arkansas at Fayetteville A new contract with the University of Arkansas (U of A) will begin 7/1/04 that continues the partnership with DCFS and U of A. The partnership includes Arkansas State University (Jonesboro), Arkansas Tech University (Russellville), Harding University (Searcy), Philander Smith College (Little Rock), Southern Arkansas University (Magnolia), University of Arkansas at Monticello, and University of Arkansas at Pine Bluff. UAF will participate on the Professional Development Team (PDT) with DCFS and University of Arkansas at Little Rock/MidSOUTH Center as well as meet quarterly with DCFS in order to oversee the work of the academic partnership.

The partner universities will provide the following educational activities:

- Field education units in DCFS county offices. Stipend students with a commitment to work for DCFS after graduation and other students in field placement will work with DCFS families under the supervision of university professional staff and DCFS supervisors.
- Field education (previously called mentoring) for new family service worker (FSW) trainees. University professional staff will teach competencies in the county offices to 100% of new FSW's as part of new staff on-the-job training modules.
- Casework practice education for FSW's. Skill improvement needs identified by individual training needs assessment (ITNA) will be taught in the field by university professional staff upon referral by supervisors.
- Educational Support Centers. State of the art child welfare resources will be purchased and maintained on-line for checkout by DCFS staff, child welfare faculty, and students.
- Continuing Education. DCFS staff, university faculty, and students preparing for employment with DCFS will be able to attend out of state conferences and seminars in child welfare. Continuing education based on information from these conferences and seminars will be provided to DCFS staff and university faculty. Partner university staff will meet every other month with DCFS area managers and MidSOUTH training staff to plan the delivery of training for DCFS staff. University of Arkansas will maintain the training calendar and training topics developed by the partners on the Partnership web site.
- Curriculum development. University interdisciplinary committees focus on updating and infusing child welfare course content for social work and other degree programs.

The UAF Academic Partnership has developed and will manage a database to record all training provided by UAF and all sub-contracted partnership colleges and universities attended by DCFS staff. All training data will be exported on a monthly basis to the Children's Reporting and Information System (CHRIS) and made available for review by DCFS Supervisor Staff.

University of Arkansas at Little Rock (UALR) A new contract with the University of Arkansas at Little Rock, including the Department of Social Work and MidSOUTH Center for Leadership and Training, will begin 7/1/04. A Professional Development Team (PDT) comprised of representatives from DCFS and MidSOUTH and the academic partnership will oversee all aspects of training under this contract, as well as quarterly oversight by DCFS executive staff in management level meetings.

MidSOUTH will deliver all DCFS new staff training through its training staff at its five training centers and contracted trainers at off site locations. Training will be provided to Family Service Workers (FSW), Social Service Aides (SSA), and FSW Supervisors, as well as to foster/adoptive parents and Arkansas State Police child abuse hotline operators and investigators. MidSOUTH will also provide continuing education for DCFS staff and foster parents to help meet the number of hours of training mandated on an annual basis. UALR MidSOUTH Training Academy is contracted to provide 110 continuing education events during the contract year.

Training in CHRIS procedures will be provided during FSW new staff training and in county offices and MidSOUTH computer labs to address generic user problems.

The following training support activities necessary to provide training or manage the system are part of this contract:

- Curricula development and revision for all new staff training and continuing education offerings and production of trainer/trainee manuals.
- Complete Leadership Curriculum for Family Service Worker Supervisors by FY 04.
- Individual Training Needs Assessment (ITNA) for FSWs, supervisors, and foster parents will inform the system of continuing education needs by identifying competencies for which training is needed. Data from ITNAs will be compiled for counties, DCFS areas, and statewide.
- Management of a training database that will track training provided and staff trained. Data will be exported on a monthly basis to the Children's Reporting and Information System (CHRIS) and made available for review by DCFS Supervisor Staff.
- Statewide coordination and management of technology training and distance education.
- Maintenance of a Child Welfare Resource Center and checkout services for DCFS staff, students, and faculty.
- Evaluation of training.

Educational Leave for MSW Degree and Undergraduate Stipend Programs

UALR provides both full and part-time MSW degree programs for DCFS staff on approved educational leave from DCFS. Three employees were granted full-time leave under this program.

UAF provides senior year BSW and multidisciplinary stipends for selected and approved students within the university population. UAF provides a full time MSW degree program for DCFS staff. One employee is enrolled there through the Advanced Standing Program. This program allows a student to complete the MSW program within one year if they meet specific academic entry criteria.

Twenty-three stipend applicants were accepted throughout the Academic Partnership universities and colleges, and twenty-six are still within the program. These stipend students committed through contract to work for DCFS after graduation for one year, and other non-stipend students who are in field placement will work with DCFS families under the supervision of university professional staff and DCFS supervisors.

Listed below are some of the Academic Partnership training topics and accomplishments for FY 2004.

ICPC Training	Teambuilding for Supervisors
Central Registry Training	Concurrent Case Planning
Independent Living Program Training	Children With Sexual Behavior Problems
Dynamics Of Sexual Abuse	Mental Health Issues In Children
Child Development Training	Teambuilding and Conflict Resolution
Safety Planning	Managing Conflict In The Workplace
Assessing Child Maltreatment Allegations	Family Routines And Traditions
Grief Issues in Children and Adolescents	Court Hearings
Accessing Mental Health Services For Children	Counseling Adolescents
Overview Of Attachment Disorder And Treatment Options	Case Plan Training
Pediatric HIV	Cultural Awareness: Youth Culture
Kinship Care	Legal Training For Supervisors
Communication, Collaboration and Conflict Resolution	Play Therapy
New Awareness of Meth and Current Street Drugs	Lifebooks: Role In Preventing Disruptions
What To Do When A Teenager Uses Alcohol/Drugs	CASA and DCFS: Working Together
Mandated Reporter Training: Training The Trainers	Failure To Thrive
Developmental Tasks of Infants and Toddlers	Issues In Deviant Sexual Behavior
Meeting The Educational Needs Of Children	Rights of Putative Fathers
Non Violent Crisis Intervention: The Preventative Techniques	Safety Planning
Building A Community Parent Collaborative	Ethics for Child Welfare Professionals
	Domestic Violence

Four trainers within the UALR MidSOUTH Training Academy received Train-the-Trainer certification in three of the Active Parenting curriculum modules, covering the range of “birth-to-18.” This will allow in-house provision of training for Social Service Aides so they may provide training in parenting skills to families.

Additional Training Plans for FY 2005

DCFS New Supervisor training provided by MidSOUTH has been revised to include leadership components and is designed to enhance techniques in supervision of field staff. First presentation of this revision and added leadership component will be provided in June 2004.

DCFS has developed and promulgated an agency orientation for all employees, consistent with COA guidelines. A DCFS foster parent orientation has also been developed and is currently in the Policy Unit for internal review.

DCFS and the UAF Partnership have developed and are continuing to work together to achieve standardization in continuing education topics offered throughout the partner universities.

A class is now provided that will allow social work students the ability to complete the first five modules of the New Worker Training prior to graduation. This will provide for a quicker passage through the usual training requirements for new DCFS employees. This process is currently in place within the UALR program and discussions are underway concerning implementation of this program within the UAF program.

Independent Living

Training will be provided to help foster parents, adoptive parents, workers in group homes, and case managers understand and address the issues confronting adolescents preparing for independent living. This training will, to the extent possible, be coordinated with the independent living program conducted for adolescents. It is incorporated into the FSW new staff training and the Foster/Adopt PRIDE curricula.

Academic Partnership Contract Information 07/01/04 – 06/30/05

Maximum Liability for the contract with UALR: \$4,774,131.00 federal IV-E + \$4,082,410.

University match = \$8,856,540

Maximum Liability for the contract with U of A at Fayetteville: \$3,072,607 federal IV-E + \$2,912,039 University match = \$5,984,646

The Division also uses state general revenues to fund training for staff.

Research, evaluation, or management information systems in support of the goals and objectives.

Technical assistance received included

- The NRC on Family Centered Practice - to assist with assessment and case planning – PIP Strategy 1, Action Steps 1.2 and 1.3.
- The NRC on Foster Care and Permanency Planning on the recruitment of foster and adoptive homes – Strategy 3, Action Steps 3.1, 3.2, and 3.5.

Research and evaluation activities:

- Multiple Placements of Foster Children
- Mentoring Supervisors Project
- Evaluation of intervention for Middle Managers – DCFS Area Managers

Management information systems work continues in support of the goals and objectives in the plan, enhancements to the CHRIS system include:

- Resource and provider redesign;
- Interfaces with Title IV-D, IV-A and XIX;
- Services provision and case plan changes – Program Improvement Plan recommendations; and,
- Workload and case assignment enhancements and changes.

Program Improvement Plan: Trainings to be accomplished as a part of the PIP are noted on pages 33 and 34 in the accomplishments of the CFSP of this document.

Accomplishments in Recruitment of Foster Homes

Goal I: To improve DCFS Foster Parent Recruitment efforts.

Objective 1: To shorten time frames, so that recruiters respond to prospective foster parents in a timelier manner.

Task 1: To meet with Area Staff and Recruiters quarterly to discuss problems and concerns that relates to recruitment.

Final Status: DCFS in partnership with the MidSOUTH Training Academy continues to meet with Area Staff and Recruiters quarterly. The meetings have been positive and have resulted in changing procedures in order to respond to prospective foster parents timely. The process of collecting and processing criminal record checks, central registry and motor vehicle safety checks were shorten due to the collaboration of area staff, recruiters and MidSOUTH. Contributions from this group were also incorporated into the newly developed Adoption/Foster Care Inquiry Process.

Task 2: Develop procedures to put time frames in place to prevent delay in responding to foster parent inquiry.

Final Status: This was addressed in the Program Improvement Plan, Outcome P1: Children have permanency and stability in their living situations. The division is currently revising DCFS policy on Foster Parent Recruitment and Retention to clearly outline the system utilized and expectations of staff in that process. Time frames are included in the revision.

Goal 2: Increase the number of foster homes, and meet the needs as identified by County Supervisors in the county foster home needs assessment.

Objective: To open 80 new foster homes each quarter.

Task 1: County Supervisors will define the number and types of foster homes needed each year.

Final Status: DCFS continues to strive to recruit a sufficient number of new foster homes. The goal in state fiscal year 2003 was to recruit 80 new homes per quarter. In the first quarter the 70 homes were recruited, 76 homes were recruited in the 2nd quarter, 78 homes were recruited in the 3rd quarter and 64 homes were recruited in the 4th quarter. This was addressed in the Program Improvement Plan, Outcome P1: Children have permanency and stability in their living situations.

Task 2: Recruiters will develop a recruitment plan based on the county's need assessments.

Accomplish Date: On going

Final Status: DCFS continues to develop recruitment plans in conjunction with the DCFS recruiters. This has resulted in the increase of foster homes recruited and opened in state fiscal year 2003. This was addressed in the Program Improvement Plan, Outcome P1: Children have permanency and stability in their living situations.

The division is currently revising DCFS policy on Foster Parent Recruitment and Retention to clearly outline the system utilized and expectations of staff in that process.

Task 3: Recruiters will do targeted recruitment for foster homes that will care for teenagers, sibling groups, and pregnant teens and children with special needs.

Final Status: In state fiscal year 2003, 183 homes were recruited and opened that will care for teenagers, sibling groups, and pregnant teens and children with special needs. This was addressed in the Program Improvement Plan, Outcome P1: Children have permanency and stability in their living situation. In December 2003, the division updated and refined the Foster Family Needs Assessment to ensure Recruiters and County Supervisors are able to more adequately represent the total numbers and types of foster homes needed in each area.

Task 4: DCFS and Recruiters will develop public service announcements to educate the public regarding the need for regular foster homes and for foster homes that will care for teenagers, sibling groups, and pregnant teens and children with special needs.

Final Status: This is being addressed in the PIP Strategy 3, Action step 3.1, task 3.1.2 - In 2003 the agency developed a positive statewide media campaign regarding foster parenting, in conjunction with the DHS Office of Communications and the National Child Welfare Resource Center on Foster Care and Permanency Planning. This will augment the annual plan for the recruitment of foster parents that is designed to improve recruitment of foster parents to meet the specific needs of the children entering care.

Accomplishments for Adoption Recruitment

Goal I, Objective 1, Task 2: Develop statewide curriculum and provide training for DCFS/DCO clerical staff on the adoption inquiry process.

This training has been provided in four of the five adoption field services areas. The Southeast Adoption Field Services Area has not been able to accomplish this task to date.

Goal 1, Objective 2, Task 4: Require consistent job practices for all adoption specialists.

This task has been accomplished. The adoption program was restructured effective 7/1/03. Supervision of the field staff was centralized within the Community Services Section. An Adoption Field Services Manager was hired. He reports directly to the Assistant Director of Community Services. He supervises five Adoption Supervisors who supervise twenty-six adoption specialists. The geographical areas were reduced from ten to five. These changes are helping to bring about consistency in practice.

Goal II, Objective 1, Task 1: Include in Area Recruitment Plan, the plan for recruiting and retaining African American homes to address this objective.

During the past three years the Northwest, Northeast and Central Adoption Field Services Areas have been able to accomplish their task of recruiting and retaining ten African American families per year. The Southeast and Southwest Areas have not been able to do so. All areas are continuing to recruit aggressively, because the population of waiting children is continuing to increase.

Goal II, Objective 1, Task 3: To provide targeted recruitment efforts establish working relationships with a minimum of ten local communities based groups each year.

The Central and Northeast Adoption Field Services Areas have been successful in establishing relationships with community-based groups over the last three years.

Community Groups

First Baptist Church
 First Baptist M.B. Church
 Odell McCallum Community Center/Boys and Girls Club –
 Strong Tower Church –
 Family Ministries Workshop –
 Carla Fuller, AAL/Attorney at Law –
 Harding University –
 Mid-South Community Mediation Services –
 Counseling Services of Eastern Arkansas
 Mid-South Christian Ministries
 Maple Grove Church

Location

West Memphis
 West Memphis
 Wynne, AR
 Wynne, AR
 West Memphis, AR
 Searcy, AR
 Searcy, AR
 West Memphis, AR
 West Memphis, AR
 West Memphis, AR
 Truman, AR

Community Groups

Adoption Advantage
 CASA
 Bethany Chapel Church
 Total Deliverance Cathedral Church
 First Baptist Church
 West Memphis School District
 Terri Jones, AAL/Attorney at Law
 Judge Robert Edwards – White Co. Circuit Court
 Judge Baird Kenney – Cross Co. Circuit Court
 The Spiritual Harmonizers
 Earle Baptist Church
 Cupples Bookstore
 Designing Memories
 Klean Rite Janitorial Services
 Earle C.O.G.I.C.
 Union Valley Baptist Church
 Crittenden Memorial Hospital
 Rev. David Copeland
 The Evening Times
 Mid-South Community College
 The West Memphis P.D.
 Department of Volunteerism
 CASA
 Kim Bibb – AAL, Attorney
 Anita Leonard, OCC
 Life Strategies
 Mid-South Health Systems
 Family Link
 Arkansas State University
 Dr. Karen Hester
 School Counselor, Jill Rogers
 Patricia Lawrence, Adoptive Parent
 Fulton County School District
 First Baptist Church
 Fulton Co. Faith Based Adoption Incentive Initiative
 (Similar to One-Church/One Child)
 Mammoth Springs School System, Kathy Burke
 Wood's Mitchell a& Associates, Lisa Hancock
 Susie Evans, AAL/Attorney at Law
 CASA
 Juvenile Services – Cheryl Green,
 DCFS Foster Care Unit
 Jodi Strother, AAL/Attorney at Law

Location

Little Rock, AR
 Searcy, AR
 Earle, AR
 Earle, AR
 Earle, AR
 West Memphis, AR

 Searcy, AR
 Wynne, AR
 Earle, AR
 Earle, AR
 West Memphis, AR
 West Memphis, AR
 West Memphis, AR
 Earle, AR
 Wynne, AR
 West Memphis, AR
 Searcy, AR
 West Memphis, AR
 West Memphis, AR
 West Memphis, AR
 Little Rock, AR
 Jonesboro, AR
 Paragould, AR
 Jonesboro, AR
 Jonesboro, AR
 Jonesboro, AR
 Jonesboro, AR
 Jonesboro, AR
 Jonesboro, AR
 Blytheville, AR
 Jonesboro, AR
 Jonesboro, AR
 Salem, AR
 Mammoth Springs, AR

 Salem, AR
 Mammoth Springs, AR
 Melburne, AR
 Boone Co.
 Baxter Co.
 Baxter Co.
 Baxter Co.
 Baxter Co.

Community Groups**Location**

Jerry Shepherd, AAL/Attorney at Law –

Newton Co. & Boone Co.

Janice Panella, AAL/Attorney at Law

Searcy Co.

United Methodist Church

Boone Co.

Juvenile Services – Dan Sears

Boone Co.

Nelson/Wilks/Heron Elementary School,

Lorie Loggins, Principal

Baxter Co.

Ozark Counseling Services Services

Mountain Home, AR

(Baxter, Boone, Newton, Searcy
& Marion Co.)

Robin Bardin, Adoptive Parent LAS

(Large Adoptive Families) Support Group

Mountain Home, AR

Chubby's Diner

Yellville, AR

Judge Gary Isbell, Circuit Court Judge

Mountain Home, AR

(Baxter, Marion & Boone Co.)

First Baptist Church

Yellville, AR

Goal II, Objective 2, Task 4: Establish and increase resources for post adoption support by exploring possibilities under the Medicaid State Plan and other funding sources.

Children's Medical Services and Developmental Disabilities Services were utilized as resources for adoptive parents, to provide respite and personal care services, during this period. Unfortunately, Medicaid cut back on services; particularly respite care, which is needed by adoptive families of children with special needs.

Adoption Recruitment and Cross Jurisdictional Accomplishments

Adoptions were finalized as follows:

FFY 2000 311 adoptions;

FFY 2001 362 adoptions;

FFY 2002 298 adoptions;

FFY 2003 385 adoptions; and,

First half of FFY 2004, 138 adoptions had finalized.

Each DCFS Adoption Specialist continues to maintain a statewide photo-listing album of children with special needs who are waiting for an adoptive family. Each DCFS area has prepared an adoption recruitment plan in conjunction with the statewide adoption recruitment plan.

DCFS continues to update the adoption website of children with special needs who are waiting for an adoptive family. The site is called the Adoption Resource Exchange. There are sixty-one children featured on this site. The same children are also registered with the national site, AdoptUSKids. A statewide computer matching system has continued to assist in matching approved adoptive applicants with waiting children.

Approved adoption home studies on prospective adoptive families from other states continue to be received, particularly in relation to a child featured on the adoption web site or photo-listing album. Such families are considered along with Arkansas families. Thirty-three children are listed with the NABSW Adoption Exchange.

The Division has continued to participate in the National Adoption Month Poster Project, sponsored by the North American Council on Adoptable Children. DCFS also utilized as a recruitment tool for adoptive parents for waiting children, "A Home for the Holidays", a CBS television special, sponsored by the Adoption Exchange Association and the Dave Thomas Foundation. The Division listed a telephone help line with staff available to answer telephone inquiries and questions about adoption.

Intercountry Adoptions

Federal requirement - to report the current activities regarding the collection and reporting of children who are adopted from other countries and enter as a result of a disruption or dissolution.

A CHRIS enhancement has been made to allow for identification of children who are adopted from other countries and then enter foster care in Arkansas as a result of a disruption or dissolution. A new checkbox, International Adoption, has been added in the Removal Screen. It is mandatory on the Removal Screen when Father (Adoptive) or Mother (Adoptive) is selected in the Child Removed From picklist. The reasons for disruption or dissolution, the agencies who handled the placement or adoption and the plans for the child can be captured in CHRIS (Conditions of removal, Services Provided and Case Plan). A report, International Adoption Disruptions and Dissolutions, will provide the number of these children by pulling the checked International Adoptions. Currently the Division is monitoring a family and child of an intercountry adoption, who is in foster care.

Adoption Incentive Funds - A description of the State's activities as a result of receiving adoption incentive payments the state received funds in FY 00 \$280, 320; FY 01 \$388, 121; FY02 188,175; and FY 03 \$315,224. The state did not receive the Adoption Incentive Funds for FY 2004.

Program Improvement Plan: Strategy 3, Action Step 3.1 In order to reduce foster care re-entry, increase by 10% the number of foster parents recruited who are willing to accept children that enter foster care and meet their special needs.
Action Step 3.2 To increase stability of foster care placements, expand current supports (helpline and support groups) and specialized training for foster parents.
Action Step 3.3 To have sufficient foster homes to meet the needs of children entering care, we need to not only recruit appropriate homes, we also need to retain those homes that we have. In order to be able to identify and address foster parent retention issues, we will develop an exit interview process for foster parents.
Action Step 3.5 Implement and monitor the statewide adoption recruitment plan in order to increase homes for African American children waiting for an adoptive home and for other waiting children.

CAPTA Accomplishments

Federal requirement - Reporting the accomplishments to date under the CAPTA portion of the consolidated CFSP.

Objective I: The continuance of parenting education/support groups.

The Division purchased educational training. Twenty-five (25) social service aides were trained and certified to teach parenting classes.

Participants who attend groups are provided information regarding behavior management, child development, anger control, and self-esteem through a combination of curriculum and group exercises. All participants are given a pre-test and post-test to measure mastery. Group members are encouraged to discuss their experiences and problems and are provided feedback from the facilitator and other members. The facilitator often assigns “homework” for participants, which provides them an opportunity to practice newly acquired skills on their children. The facilitators also offer encouragement, advice, and experiences to the group members.

Parenting education/support is court-ordered for many clients as a condition of allowing children to return home or preventing foster care placement. In some instances, these court-ordered participants are often resentful and hostile. It seems beneficial for these participants to have a provider who is not affiliated with the Division and is viewed as “neutral.” The only services provided in several areas of the state, particularly rural counties, are the services offered through Grant monies.

Group participants are encouraged to think of their participation not only as educational but also as a positive social experience. The members view the group as a supportive and safe environment that provides them an opportunity to interact with other members experiencing the same problems, builds networks, and share triumphs and stories. Babysitting services are available, and refreshments are often served.

These parenting education support groups are considered successful based upon feedback from the providers and DCFS county staff, as well as feedback from the participants. Upon completion of the group, participants demonstrate an enhanced knowledge of child development and are able to demonstrate more appropriate parenting skills. The provision of parenting education/support remains a cornerstone in our prevention and reunification efforts.

Objective II: The continuation of support groups to non-offending parents, guardians, or caretakers of sexually abused children. This objective was deleted in SFY 2003.

Objective III: The continuation of group therapy (Perpetrator Groups) for adult offenders of child sexual abuse. This objective was deleted in SFY 2003.

Objective IV: The continuation of support groups for child victims of sexual abuse. This objective was deleted in SFY 2003.

Objective V: Purchase of professional consultation pursuant to reports of suspected medical neglect to disabled infants.

The Division maintains an agreement with the Arkansas Chapter of the American Academy of Pediatrics for the availability of a physician to assist DCFS in responding to “Baby Doe” reports. The Division’s policy outlines the procedures for workers to follow if a report is received.

These procedures include contacting the State Liaison Officer and invoking the agreement. By assuring that a licensed, non-affiliated physician is available at all times to assist DCFS staff in assessing these reports, the Division is confident that it is able to respond appropriately and is in compliance with CAPTA regulations.

Objective VI: Purchase of consulting services to develop, implements, and monitor Citizen Review Panels.

A 1996 amendment to CAPTA required states to develop and establish Citizen Review Panels in order to receive funding. The Citizen Review Panels are designed to evaluate the Child Protective Service System. Arkansas has three (3) Citizen Review Panels with representation from the geographic and demographic composition of the state. The four counties in the areas were selected because the communities had demonstrated a willingness to work collaboratively to improve systems for abused and neglected children.

Objective VII: Interpreter Services-Arkansas Interpreter Services provides interpreter services to county office staff with families who are not proficient in English. This service also aids our workers in reading necessary documents.

The interpreter service continues to be very popular and available in 75 counties.

Objective VIII: Kinship families receive weekly support. Services focus on custody and family law, parenting education, reunification techniques, and referrals for services. This objective was deleted in SFY 2003.

Child Abuse Prevention Awareness: We have purchased materials and educational supplies supportive of Child Abuse Prevention Awareness Month and for our staff’s skill/knowledge building. We sent staff to training and conferences and promoted adoption opportunities for special needs children and adolescent/teen prevention seminars by paying honoraria and registration fees.

The aforementioned services funded by CAPTA significantly reduced child abuse and neglect and entry into foster care. Approximately eleven percent (11%) of children receiving services experienced a true report of maltreatment within one year of initiation of services and only thirteen percent (13%) of children receiving services entered foster care within the year. Overall, Arkansas Division of Children and Family Services family preservation components are effectively building strong and stable families.

Program areas selected for improvement

Federal Requirement - An update on the program areas selected for improvement from the nine areas in section 106(a) (1) through (9) of CAPTA

Progress of areas selected for improvement:

Area 7-developing, strengthening, and support child abuse neglect and prevention, treatment, and research programs in the public and private sectors.

A program to educate and support single fathers was piloted in two (2) counties: Fifty-seven fathers attended the sessions. Fathers are taught to nurture, discipline as an absent parents, manage anger, resolve conflict, team with mother and deal with feelings. Plans are to partner with the Workforce Investment and Child Support Enforcement.

Area 8-Programs to assist in obtaining or coordinating necessary services for families of disabled infants with life-threatening conditions, including services necessary to facilitate adoptive placement of any such infants who have been relinquished for adoption.

The Division maintains an agreement with the Arkansas Chapter of the American Academy of Pediatrics for the availability of a physician to assist DCFS in responding to reports of abuse to disabled infants. The Division has written policy covering the steps to take when this type referral comes in.

The Chafee Foster Care Independence Program - Accomplishments

Requirement - States with an existing CFSP must include the following information regarding CFCIP in the APSR. This submission serves as a report on FY 2004 activities and an application for FY 2004 funds. This information may be included as a separate section of the APSR, or incorporated in sections that are listed in A.1 above, as appropriate.

The Program

The Title IV-E Chafee Foster Care Independence Program (CFCIP) continued to operate in unison with the Foster Care Program during FY2003 to improve information dissemination about the CFCIP Program in the ten Children and Family Services areas in Arkansas. This was done to assist in the recruitment and training of foster parents and the recruitment of teens into the program and to provide the public with knowledge of what the program can do for foster teens. Information was shared with private facilities that house foster teens in an effort to further develop a working partnership so that a broader spectrum of basic life-skills training could be provided to teens prior to their reaching the age of emancipation. A concerted effort was begun to search out professionals and academics that can assist the program in providing basic life-skills training at little or no cost to the grant program on an in-kind basis. These resources can provide real world information to the teens about short and long-term situations that will affect them now and later as well as offering advice and support as a mentor would.

Categories of clients

The Division's Chafee Foster Care Independence Program provides services to youth between the ages of 14 to 21 to three (3) categories of clients:

1. Foster care youth, IV-E eligible and non IV-E eligible, between the ages of sixteen and twenty-one (16-21) participating in high school, secondary school or an equivalent technical program.
2. Former foster care youth up to the age of twenty-one (21) are eligible for post-discharge services (After-care) if the youth was in foster care on his or her sixteenth (18th) birthday. Post-discharge services may include additional life-skills training. Also job search assistance, housing search assistance, community involvement, and board assistance may be provided, as funds are available.
3. Foster teens age 14-15 are provided appropriate life skills training and other services based on evaluations and assessments. These services have been provided for the past 5 years.

Policies of the Program

The Division of Children and Family Services continue to implement policy revisions regarding the Chafee legislation and to continually evaluate and revise existing policy to conform to changes in program goals, activities and services.

Accomplishments

The specific accomplishments and progress made in the past fiscal year toward helping youth make the transition to self-sufficiency; helping youth receive the education, training, and services necessary to obtain employment; helping youth prepare for and enter post-secondary training and educational institutions; providing youth personal and emotional support to youth through mentors and the promotion of interactions with dedicated adults; and meeting each of the program purposes included the following training and life skills:

- Finance/Money Management,
- Vocational Planning,
- Parenting Health and Hygiene,
- Personal Appearance,
- Nutrition,
- Housing,
- Team Building,
- Self-Esteem,
- Legal Issues,
- Job Search/Vocational Planning,
- College Preparation, Duties,
- STD's/Sexual Awareness,
- Conflict Resolution and Community Resources.

3,085 youth (duplicated count because youth attended more than one of the workshops presented) and 251 staff attended these workshops.

Life-skills workshops	291
Youth initially assessed during the year	335
Youth reassessed	653
Youth 14 –15 provided CFCIP services	221
Total number of video presentations	54
Attending: Youth	455
Foster Parents	58
Staff	66

Financial Assistance – After Care Services

Provided financial, housing, counseling, employment, education, and other appropriate support services were provided to 43 former foster care recipients between 18 and 21 years of age.

- Room and board is for rent, utility deposits and food for foster teens that are age 18 or older and have emancipated from care and custody of the state. Basic housekeeping items are also included in this definition as “start-up” items to insure that needed items to begin basic housekeeping are available.

- Room and board payments for eligible youth who have aged out of foster care and request assistance is limited in policy to up to \$500 per month for a maximum of three months, consecutive or not, and start-up assistance is limited to a maximum of up to \$500. Start-up assistance will be limited to purchase of basic furniture and housekeeping items such as towels, sheets, cooking utensils, cleaning supplies and tools and safety items. \$2000 will be allowed for start-up and room and board. This part of the program served 43 aged-out youth in FFY 2003.
- Outreach for after-care services is being provided in the search for "former foster youth" in need of After-care Services by informing staff, foster parents, attorneys ad-litem, and Youth Advisory Board members of the After-care services benefits and procedures.

Training

Specific training that was conducted during fiscal year 2003, and will be conducted in FY 2004 in support of the goals and objectives include the following:

- Individual and group training for foster parents and teen sponsors is being provided, developed further and expanded to increase the knowledge and skills of this population in dealing with foster teens and assisting with life-skills development and reinforcement. 219 foster parents attended the various trainings and workshops.
- Independent Living Coordinators were provided training on the Ansell Casey Assessment form and on Gangs and Drugs. Independent Living Coordinators, Family Service Workers and supervisors were provided training on the new policy that incorporated Chafee regulations. That training is ongoing and will continue for new workers as they are hired.
- All life-skills training continues to be available to teens (up to age 21) that have aged out of foster care. In addition, they are still eligible for one-on-one counseling and staff assistance in the areas of housing, employment, financial management and transportation. If they choose to voluntarily remain in care after age 18 and continue their educational pursuits, they are also eligible for financial assistance with tuition, fees, books and room and board expenses. Teens that opt to leave care at age 18 or before age 21 will remain eligible for financial assistance with start-up items and room and board on an as-requested, funds-available basis. Policy and procedure to comply with the CFCIP legislation is being developed for promulgation concerning the eligibility and limitations of financial support for former foster care clients. Services are also available to adoptees that were formerly in foster care.

Support Services

Personal and emotional support was provided to youth through mentors and the promotion of interactions with dedicated adults by conducting the following:

- Youth Advisory Board - Arkansas' Chafee Foster Care Independence Program has developed the guidelines, requirements, duties and functions of a Youth Advisory Board. This board has an active role in the design and scope of programs and services offered to CFCIP participants and attend quarterly meeting with agency staff, CFCIP Coordinators and Management. Youth from all DCFS Areas of the state are represented and are encouraged to meet with other foster teens in their areas to determine relevant program needs and offer input and advice on ways to meet them. The board met several times in the last year.
- Teen Conference - The Fourteenth Annual Teen Conference was held June 2-4, 2004 and Arkansas' CFCIP coordinated and presented the conference instead of using CFCIP funds to contract for this service. There were 100 youth, IL Coordinators, Family Service Workers plus guests and presenters at this conference.

In state fiscal year 2003, the total number of youth served was 858. Source of the data is the DHS Annual Statistical Report, 2003 – July 1, 2002 – June 30, 2003.

*Salaries of Independent Living Coordinators (9) employees paid out of the Independent Living Grant is \$207,668.64. Fringe at 30% is \$62,300.59. Total salary + fringe = \$269,969.23.

Trust Fund Incentive Program

The trust fund is a “treasury” account budget in the Arkansas Administrative Statewide Information System that provides youth with financial and other appropriate support and services designed to help them transition to adulthood. For Arkansas, the trust fund program for youth receiving independent living services or transition assistance is described as the Educational Incentive Trust Fund for Post-Secondary Students. The fund provides an incentive savings account for students pursuing post-secondary educational goals so that upon completion of the course, aging out of the CFCIP system or being unable to continue or complete the course, there will be funds available to the student. Funds will also help with start-up expenses, housing expenses and other expenses required to complete the transition into adulthood and productivity.

It is estimated that the AR-CFCIP program will expend approximately \$26,000 on 22 former foster youth through the Arkansas Trust Fund Incentive Program during FFY 2004. This will include youth who were enrolled in 4-year colleges, 2-year colleges, vocational-technical schools and trade schools and who successfully completed college semesters or courses of study in other accredited schools prior to their cases being closed or aging out of care.

The Division of Children and Family Services, with approval from Region VI office of the Administration for Children and Families established educational incentive trust funds for youth leaving foster care June 21, 2002.

Youth Served FFY 2003—11

Beginning Balance Available - \$153,487

Committed to Date - \$109,750

Current Available Funds- \$43,737

Expended to date--\$32,000

Projected expenditures FFY 2004--\$26,000

Program Improvement Plan: Strategy 1, Action Step 1.5 Improvements to assessment and case planning are included in Action Step 1.2 and 1.3 and these enhancements will impact the assessment and case planning for youth receiving independent living services, we will specifically improve the uniformity and quality of youths' independent living plan and their involvement in the development of their plan.

Child and Family Service Review Results and Program Improvement Plan

Safety Outcome 1: Children are, first and foremost, protected from abuse and neglect.

Status: Substantial Conformity

90% of the cases reviewed substantially achieved this outcome. The State was found to be initiating investigations of abuse and neglect in a timely manner and making adequate efforts to avoid repeat maltreatment of children. The State also met the national standards for the two statewide data indicators associated with this outcome. The State's performance on the incidence of repeat maltreatment was 4.48%, compared to the national standard of 6.1% or less. The State's performance on the incidence of maltreatment while in foster care was 0.29%, compared to the national standard of 0.57% or less.

Safety Outcome 2: Children are safely maintained in their homes whenever possible and appropriate.

Status: Not in Substantial Conformity

72% of the cases reviewed substantially achieved this outcome, compared to the 90% that is required for a determination of substantial conformity. The services that the agency provides to families to prevent out of home placement and its assessment for continuing risks to children were both areas that reviewers determined to be in need of improvement.

Permanency Outcome 1: Children have permanency and stability in their living situations.

Status: Not in Substantial Conformity

62% of the cases reviewed substantially achieved this outcome, compared to the 90% required for a determination of substantial conformity. The State met the national standard for one of the four statewide data indicators associated with this outcome, the length of time to achieve reunification, at 83.38%, compared to the national standard of 76.2% or more. The State did not meet the national standards for the remaining three data indicators for this outcome:

- length of time to achieve adoption (State: 26.02%, national standard: 32% or more),
- foster care re-entries (State: 10.57%, national standard: 8.6% or less), and
- stability of foster care placements (State: 68.63%, national standard: 86.7% or more).

In particular, the review determined that children in foster care often experience multiple placements and that there is not a timely achievement of permanency goals for many children in foster care.

Permanency Outcome 2: The continuity of family relationships and connections is preserved for children.

Status: Not in Substantial Conformity

73% of the cases reviewed substantially achieved this outcome, compared to the 90% required for a determination of substantial conformity to this outcome. The review identified strengths in the Division's efforts to place children in close proximity to their families and communities to support visits between children in foster care and their parents. The review identified needs for improvement in establishing permanency goals for children in foster care promptly, reducing the number of moves experienced by children in foster care, moving children into adoption placements in a more timely manner, preserving significant connections for children in foster care beyond contact with their parents, and making greater use of extended family members as possible placement options for children.

Well-Being Outcome 1: Families have enhanced capacity to provide for their children's needs.

Status: Not in Substantial Conformity

60% of the cases reviewed substantially achieved this outcome compared to the 90% required for a determination of substantial conformity. Strengths identified in this outcome include an array of services available to families in the more urban parts of the state and the presence of case planning documents in a majority of the cases reviewed.

Well-Being Outcome WB2: Children receive appropriate services to meet their educational needs.

Status: Not in Substantial Conformity

82% of the cases reviewed substantially achieved this outcome, compared to the 90% required for a determination of substantial conformity. The review determined the agency's use of comprehensive assessments of children including their educational needs, provided by The University of Arkansas for Medical Services, to be a strength. However, reviewers also determined that the educational recommendations from these assessments were not always followed.

Well-Being Outcome WB3: Children receive adequate services to meet their physical and mental health needs.

Status: Not in Substantial Conformity

74% of the cases reviewed substantially achieved this outcome, compared to the 90% required for a determination of substantial conformity. The review determined that initial medical and mental health screenings were occurring in a timely manner. However, there were a number of cases in which the recommendations from the screenings were not followed by the agency.

Arkansas Program Improvement Plan - is built on three (3) broad strategies:

1. Improve case assessments and case planning.

The key to effective child welfare practice is a good family assessment and development and implementation of an appropriate case plan. DCFS has a number of automated practice tools that have been adopted over a number of years, including a Health and Safety Assessment, Risk Assessment, Family Strength and Needs Assessment and Case Plan. These tools may increase our ability to have data, but may not be systemically linked, evidence based or family or worker friendly.

2. Expand the array of available services

Assessing family needs and planning to meet those needs can only be accomplished if needed services are readily available. In order to assure service availability we will develop a system that can be used on an on-going basis to assess and develop needed services. This would include services to:

- Prevent out of home placement so that children can remain safely in their homes when possible and appropriate or can be safely reunified when appropriate
- Enhance the capacity of families and foster families to care for and protect their children
- Meet the needs of the children in foster care and adoptive homes and their families

3. Develop a full continuum of out-of-home resources.

Children who enter foster care need to have a stable placement that can meet their needs and that will work as part of the team to move the child to permanency. We want to develop a system to expand the types, quantity and, in some instances, the quality of the out-of-home resources now available for children.

We recognize that these are not simple strategies and will not be easily accomplished. In order to improve and support good practice, we will address policy and procedural enhancements, supervision, training, enhancements to the Children's Reporting and Information System (CHRIS) SACWIS System and enhancements and additions to the Quality Assurance System. We believe that outlining the expectations for practice and supporting that practice through these enhancements will lead to improved practice.

Appendix V list the 6 National Standards and Arkansas' performance at this time and Appendix VII is the Arkansas Program Improvement Plan work plan.

The Child and Family Service Plan FY 2004 - 2009

The Child and Family Service Plan – FY 2004 - 2009

The Division of Children and Family Services (DCFS) developed our plan for services for Arkansas children and families based on our beliefs. We share our general beliefs with the Department of Human Services (DHS):

- ❖ Every child matters
- ❖ People need family
- ❖ Strong communities build strong families
- ❖ Our job is to empower people to help themselves
- ❖ We have a responsibility to provide services that work.

We developed the following specific beliefs:

Every Child Matters

- Child safety comes first
- Children deserve to thrive, not just survive
- We must never give up on a child
- Children deserve a forever family
- No Child is unadoptable

People Need Family

- People do best in supportive families
- As family function improves, individual outcomes improve
- Families must be involved in the decisions about children in care

Strong Communities Build Strong Families

- People are best supported by their own communities
- People belong in community
- DHS can't do it alone

Our Job Is To Empower People To Help Themselves

- People need skills to succeed
- Jobs empower
- We have high expectations of our contractors, our clients and ourselves
- Everyone has strengths that can be built on
- No individual or system should limit any person's potential
- Our services should promote self worth, dignity and respect

We Have A Responsibility To Provide Services That Work

- Family centered services are most effective
- Coordinated, consistent services promote better outcomes
- Individuals and families should have access to appropriate resources
- Early and appropriate intervention promotes successful outcomes
- Services must be evaluated and based on outcomes measured in order to promote improved practice
- Substance abuse services are essential and will be addressed

Adoption:
Goals and Objectives

Goal 1 – Increase the number of approved adoptive families.

Objective 1 – Recruit and retain the number of families willing to adopt children nine years of age and older by 10%

Task 1: Tasks are identified in the Adoption Recruitment Plan. Completion dates from 2005 – 2009.

Task 2: Implement Adoption Recruitment Response Team (RRT). Completion date by September 30, 2006. Completed in 2005 and ongoing.

Task 3: Evaluate the effectiveness of the Response Team. Completion date September 30, 2006.

Completion of tasks by September 30, 2006---annually thereafter

Objective 2 – Recruit and retain the number of families willing to adopt African American children by 10%.

Task 1: Tasks are identified in the Adoption Recruitment Plan. Completion dates from 2005 – 2009.

Task 2: Implement the Foster/Adoption Inquiry Process. Completion date by September 30, 2006. Completed in 2005.

Task 3: Track and determine outcome of inquiries. Completion date September 30, 2006. Completed in 2005 and ongoing.

Task 4: Develop a report that compares inquiries with approved homes (CHRIS). Completion date by September 30, 2006.

Task 5: Identify effectiveness of the inquiry process and develop corrective action plan, if necessary. Completion date by September 30, 2006.

Program Improvement Plan: Strategy 3, Action Step 3.5, Implement and monitor the statewide adoption recruitment plan in order to increase homes for African American children waiting for an adoptive home and for other waiting children.

Completion of tasks by September 30, 2006 – annually thereafter

Goal 2 – Reduce the length of time from TPR to finalization or adoption

Objective 1- Reduce the length of time from TPR to pre-adoptive placement by 10% by June 30, 2009

Task 1: Identify time for TPR to placement into pre-adoptive home in a report from CHRIS and develop a baseline. Completion date September 30, 2005. Request extension to September 30, 2006.

Task 2: Reduce by 2% a year. Completion date September 30, 2006.

Task 3: Expand opportunities by implementation of the following: Adoption Recruitment Plan, Adoption Opportunities Grant, Foster Care Recruitment Plan, AdoptUSKids. Completion by September 30, 2006

Completion of tasks—ongoing, annual results of reports produced from these efforts currently in place all tasks due by June 30, 2009.

Source of Information: CHRIS reports

Objective 2 – Reduce the length of time from pre-adoptive placement to finalization by 10% by June 30, 2009

Task 1: Identify time for finalization of foster parent adoptions. Completion date by September 30, 2006.

Task 2: Assess the barriers of the foster parent adoption process. Completion date by September 30, 2006.

Task 3: Merge the current foster home study and adoption home study into one process/form. Completion date by September 30, 2006

Task 4: Make necessary changes to policy and practice based on the above. Completion date by September 30, 2006.

Completion of tasks by September 30, 2006

Source of Information: CHRIS reports

Objective 3 – Increase permanency for children waiting to be adopted by 10% by June 30, 2009

Task 1: Monitor the results of the Adoption Recruitment Plan. Completion dates from 2005 – 2009.

Completion of tasks: Refer to dates in strategic plan

Program Improvement Plan: Strategy 3, Action Step 3.5, Implement and monitor the state wide adoption recruitment plan in order to increase homes for African American children waiting for an adoptive home and for other waiting children.

Source of Information: CHRIS reports

Foster Care

Belief: Every Child Matters.

➤ Specific Belief: Child Safety Comes First

- Outcome: Preventing abuse and neglect in out of home placements by June 30, 2009

Source of Information: National Standard - A State meets the national standard for this indicator if, of all children in foster care in the State during the period under review, the percentage of children who were the subject of report of child maltreatment determined to be true by a foster parent or facility staff is 0.57% or less.

➤ Specific belief: Children deserve to thrive not just survive

- Outcome: Children in care move less and meet the national standard or above by June 30, 2009

Source of Information: National Standard - A State meets the national standard for this indicator if, of all children who have been in foster care less than twelve months from the time of the latest removal, 86.7% or more children had no more than two placement settings.

- Outcome: Physical, medical, and emotional health needs are met (immunizations up to date, medication management maintained, check ups, weight/eye, and dental, grooming)

Physical Health of Child target will be substantially achieved by:

- 1st year 90% or by June 30, 2005
- 2nd year 92% or by June 30, 2006
- 3rd year 93% or by June 30, 2007
- 4th year 94% or by June 30, 2008
- 5th year 95% or by June 30, 2009

Source of Information: QSPR Item 22 Physical Health of child

Mental Health Needs of Child target will be substantially achieved by:

- 1st year 80% or by June 30, 2005
- 2nd year 83% or by June 30, 2006
- 3rd year 85% or by June 30, 2007
- 4th year 90% or by June 30, 2008
- 5th year 95% or by June 30, 2009

Source of Information: QSPR Item 23 Mental Health of Child

- Outcome: Children in care have improved educational performance
Educational Services will be substantially achieved by

1st year 85%, or by June 30, 2005
 2nd year 88%, or by June 30, 2006
 3rd year 91%, or by June 30, 2007
 4th year 93% or by June 30, 2008
 5th year 95% or by June 30, 2009

Source of Information: QSPR Item 21

➤ Specific Belief: Children deserve a forever family

- Outcome: Children are successfully reunited with their family to meet or exceed national standard by June 30, 2009.

Source of Information: National Standard: - A State meets the national standard for this indicator if, of all children who were reunified with their parents or caretakers at the time of discharge from foster care, 76.2% or more children were reunified in less than twelve months from the time of the latest removal from home.

- Outcome: Siblings are placed together, unless it is clinically inappropriate to do so. Placement with siblings will be substantially achieved by
 1st year 85%, or by June 30, 2005
 2nd year 87%, or by June 30, 2006
 3rd year 90%, or by June 30th, 2007
 4th year 92.5% or by June 30, 2008
 5th year 95% or by June 30, 2009

Source of Information – QSPR Item 12

❖ Belief: Strong Communities Build Strong Families

➤ Specific Belief: People belong in healthy community

- Outcome: Children are placed in the least restrictive placement, in close proximity to their familiar environment.

Proximity of placement of child will be substantially achieved by
 1st year 81%, or by June 30, 2005
 2nd year 85%, or by June 30, 2006
 3rd year 90%, or by June 30, 2007
 4th year 92% or by June 30, 2008
 5th year 95% or by June 30, 2009

Source of Information: QSPR Item 11

❖ Belief: Our Job is To Empower people To Help Themselves

➤ Specific Belief: Our services should promote self-worth, dignity and respect.

- Outcome: Parents and age appropriate child are involved in the development of the case plan.

Child and family involvement in case planning, family involvement will be substantially achieved by

70% 1st year or by June 30, 2005

77% 2nd year or by June 30, 2006

84% 3rd year or by June 30, 2007

91.5% 4th year or by June 30, 2008

95% 5th year. or by June 30, 2009

Source of Information: QSPR Item 18

2nd source will be the Supervisory Review Tool – Case plan developed with full participation of person(s) served.

Foster Care Goals and Objectives

Goal # I - Recruit, train and retain foster families in sufficient numbers to meet the needs.

Objective #1 - Implement statewide coordinated recruitment plan

- Task # 1 - PIP tasks for action step 3.1 increases by 10% the number of foster parents recruited who are willing to accept children that enter foster care and meet their special needs. Completion by September 30, 2006
- Task # 2 – Evaluate the effectiveness of the statewide recruitment plan. Completion by September 30, 2007
- Task # 3 - Analyze the Foster Family Needs Assessment grid results with CHRIS approval of foster homes. Completion by September 30, 2006
- Task # 4 – Evaluate the Areas' recruitment plans and retention of foster homes. Completion by September 30, 2007

Completion of tasks by: September 30, 2007

Objective #2 - Provide pre-service and in-service training for foster parents in a timely and flexible manner.

- Task # 1 – Continue to conduct the quarterly meetings, regional meetings and PDT meetings regarding homes. Completion by: September 30, 2006
- Task # 2 – Provide status reports on the results of the meetings. Completion by: September 30, 2006
- Task # 3 – If issues are discussed and recommendations are needed, develop and implement as necessary. Completion by September 30, 2006

Completion of tasks by September 30, 2006 – on-going

Objective #3 - Formal Kinship Care Program will be developed.

- Task # 1 – Identify options for developing a Kinship Care program and include informal and the out of home placements RT children. Completion by September 30, 2006
- Task # 2 – Develop recommendations for subsidizing guardianship. Completion by September 30, 2008
- Task # 3 – Develop recommendations for a kinship care program in DCFS for executive staff approval. Completion by September 30, 2007
- Task # 4 – Implement the recommendations approved by executive staff. Completion by September 30, 2007

Completion of tasks by September 30, 2008

Objective # 4 – Ensure adequate placement options for children in other placements.

- Task # 1 – Identify demographics about children placed in other settings. Completion by September 30, 2006
- Task # 2 – Identify the kinds of services that are effective. Completion by September 30, 2007
- Task # 3 – Identify other placement options currently not available in Arkansas i.e. receiver homes, assessment facilities and develop recommendations for consideration. Completion by September 30, 2008

Completion of tasks by September 30, 2008

Goal # II - Ensure health and safety of child is maintained while in foster care.

Objective #1 - Children's needs including basic placement needs are assessed upon entry into foster care.

- Task # 1 – Completion of Action Step 1.2 in the PIP - Revise the risk assessment and family assessment policy, procedures, tools, systems, training and supervisory and monitoring tools and processes to assure that risks are identified and addressed throughout the life of the case. Completion by: September 30, 2007
- Task # 2 – Implement risk assessment and family assessment process according to the PIP work plan. Completion by September 30, 2007
- Task # 3 – Completion Action Step 2.6. of the PIP - Increase the percentage of children in foster care who receive initial, comprehensive and ongoing mental health services that are documented in CHRIS and hard copy files. Completion by September 30, 2006
- Task # 4– Utilize results of QSPR reports to monitor task 2. Completion by September 30, 2007

Completion of tasks by September 30, 2008

Objective # 2 - Children are placed in the least restrictive most family like setting – (close proximity to siblings)

- Task # 1 – Establish baseline of children placed in their home county. Completion by September 30, 2006
- Task # 2 – Establish baseline of children placed together with their siblings. Completion by September 30, 2006
- Task # 3 – Address steps to get siblings placed together when they are not initially placed together. Completion by September 30, 2007

Completion of tasks by September 30, 2008

Objective # 3 - Children are placed with siblings, unless it is inappropriate to do so.

- Task # 1 – Completion of Action Step 3.1 of the PIP and monitor foster care recruitment plan. Completion by September 30, 2007

Completion of tasks by September 30, 2007

Goal # III - Ensure DCFS capacity to provide services focused on reunification or other permanency goals in a timely manner.

Objective # 1 - Develop sufficient services to support families.

- Task # 1 – Completion of Action Step 1.2 in the PIP - Revise the risk assessment and family assessment policy, procedures, tools, systems, training and supervisory and monitoring tools and processes to assure that risks are identified and addressed throughout the life of the case. Completion by September 30, 2007
- Task # 2 – Completion of Action Step 2.2 in the PIP - Expand the current array of services and address service gaps, especially in rural areas, to meet the needs of children and families served by DCFS in order to protect children and prevent removal. Completion by September 30, 2007

Completion of tasks by September 30, 2007

Objective # 2 - Provide opportunities for foster families to be involved with biological families.

- Task # 1 – Ensure foster parent and biological parent are involved in planning for services and developing the case plan. Completion by September 30, 2007
- Task # 2 – Explore feasibility of visits taking place in the foster home. Completion by September 30, 2007
- Task # 3 – Train staff to inform both the biological parent and foster parent of the importance of visits between child and parent. Completion by September 30, 2007

Completion of tasks by September 30, 2007

Independent Living

❖ Belief: Every Child Matters

- Specific Belief: Children deserve to thrive not just survive

Belief: Our job is to empower people to help themselves

- Outcome: By June 30, 2009, 85% of youth who have been assessed and are participating in ILP life-skills training will graduate from high school or get a GED by June 30, 2009.

Baseline figures are currently believed to exceed 60% but the data has not been consistently collected or reported in CHRIS during 2005 and 2006 for youth leaving foster care.

65% by June 30, 2007

75% by June 30, 2008

85% by June 30, 2009

Source of Information: Of the youth leaving foster care at majority, CHRIS information will indicate if they have received a High School Diploma, a GED, are employed or are in an educational post-secondary program at the time of case closure. CHRIS will require the education and employment screens for youth 16 years and older leaving foster be completed prior to closure.

- Outcome: By June 30, 2009, 85% of youth ages 14 years old and up are assessed for life skills.

Baseline figures are currently believed to exceed 60% but the data has not been consistently collected or reported in CHRIS during 2005 and 2006 for youth leaving foster care.

65% by June 30, 2007

75% by June 30, 2008

85% by June 30, 2009

Source of Information: QSPR Item 10 (Item 8a of Item 10 reviews if there an assessment for life skills and if there is a case plan with the outcomes of the assessment is developed.)

- Outcome: By June 30, 2009, 85% of youth participating in IL services will have a documented transitional plan as a part of their case plan.

Baseline figures are currently believed to exceed 60% but the data has not been consistently collected or reported in CHRIS during 2005 and 2006 for youth leaving foster care.

65% by June 30, 2007

75% by June 30, 2008

85% by June 30, 2009

Source of Information: QSPR Item 10

(Item 8a of Item 10 reviews if there an assessment for life skills and if there is a case plan with the outcomes of the assessment is developed.)

- Outcome: By June 30, 2009, 85% of youth participating in Independent Living will receive planned transitional/independent living services.

- Baseline figures are currently believed to exceed 60% but the data has not been consistently collected or reported in CHRIS during 2005 and 2006 for youth leaving foster care.
 - 65% by June 30, 2007
 - 75% by June 30, 2008
 - 85% by June 30, 2009

Source of Information: QSPR Item 17

INDEPENDENT LIVING – Strategic Plan Goals, Objectives, Tasks, Measurements

GOAL 1

Independent Living services will enhance foster children being safe and self-sufficient.

Objective: Develop formal job descriptions and duties for Independent Living (IL) Coordinator positions

Task 1

Review current job descriptions of IL Coordinators and define roles and responsibilities of the IL Coordinator. Completion by 9-30-06

Task 2

Identify job specifications needed for the IL Coordinators – Completion by 9-30-06

Task 3

Based on the identification, make recommendations regarding the appropriate job specifications and submit for approval from Executive Staff. Completion by 9-30-06
Completed 12-31-05

Task 4

Identify IL competencies and specific training needs of this position. Completion by 9-30-06

Task 5

Explore supervisory needs of this position and develop recommendations. Completion by 9-30-06

Objective 2

All eligible foster youth will receive independent living services

Task 1

Ensure that all eligible IL youth are assessed. Completion by 9-30-07

Task 2

Either a CHRIS tickler be developed or a monthly report generated that alerts IL, FSW and supervisors when children turn 14 while in care or enter care and are 14 or older. Completion 9-30-07

Objective 3

Independent Living Program services curriculum (life-skills training) will be developed based on levels (age, acquisition of skills/training) and ability of the individual youth

Task 1

Review all cases identified as needing life-skills training. Completion by 9-30-07

Task 2

Develop a statewide curriculum detailing the 15 categories of training for youth in the Independent Living Program. Completion by 9-30-07

Objective 4

All necessary parties who will be included in case planning and service delivery for the youth will be provided a copy of the IL plan

Task 1

FSW will notify affected parties in advance of regularly planned staffing and the 17-17 ½ staffing and will include the youth, IL Coordinator, other secondary workers and foster parent(s). Others may include attorney- ad-litem, OCC personnel, supervisor and birth parents. Completion by 9-30-06

Task 2

Attendees and interested parties will be provided with copies of assessment results and case and life-skills plans, updates and changes. Completion by 9-30-06.

Objective 5

Independent Living Program Services will be coordinated with other services e.g. Foster Care, Therapeutic Foster Care, Job Corps, WIA, Education

Task 1

Individual Services will be developed for each youth – mentoring, on-the-job training, internship, volunteering. Completion by 6-30-09

Task 2

Educational plans and services will be based on the youth's interests and abilities. Completion by 6-30-09

Protective Services

❖ Belief: Every Child Matters

➤ Specific Belief: Child Safety Comes First.

- Outcome: Child is safe, no repeat true reports – during and 6 months after services provided and case closed Goal date: 95% by June 30, 2009

Source of Information:

National Standard - A State meets the national standard for this indicator if, of all children who were victims of a report of child maltreatment determined true during the first six months of the period under review, 6.1% or fewer children had another report determined within six months.

QSPR – item 2 – Repeat Child Maltreatment – 95% by June 30, 2009 to substantially achieve this target.

Outcome: Six month after case closed, no removal required; safety and risk assessment indicates child is safe. Goal Date: June 30, 2009

Source of Information – DCFS Annual Report Card

➤ Specific Belief: Children deserve to thrive, not just survive.

- Outcome: Physical, medical and emotional health needs are met (immunizations up to date, medication management is maintained, checkups, weight/eye and dental, grooming etc)--- Physical Health of Child target will be substantially achieved by:
 - 1st year 90%, or by June 30, 2005
 - 2nd year 92%, or by June 30, 2006
 - 3rd year 93%, or by June 30, 2007
 - 4th year 94% or by June 30, 2008
 - 5th year 95% or by June 30, 2009

Source of Information: QSPR – Item 22

Mental Health of Child target will be substantially achieved by:

- 1st year 80%, or by June 30, 2005
- 2nd year 83%, or by June 30, 2006
- 3rd year 85% or by June 30, 2007
- 4th year 90% or by June 30, 2008
- 5th year 95% or by June 30, 2009

Source of Information: QSPR – Item 23

❖ Belief: People Need Family

- Outcome: The plan and services are developed by and include the family

Child and family involvement in case planning, family involvement will be

70% 1st year or by June 30, 2005

77% 2nd year or by June 30, 2006

84% 3rd year or by June 30, 2007

91.5% 4th year or by June 30, 2008

95% 5th year. Or by June 30, 2009

Source of Information is the Quality Service Peer Review (QSPR) item 18

2nd source - Supervisory Review Tool – Case plan developed with full participation of person(s) served.

Protective Services**Goals and Objectives****Goal 1 - Maintain family unit safely**

Objective 1: On-going assessment of risk is completed throughout the life of the case

- Task 1: Completion of Action Step 1.2 in the PIP - In order to protect children and prevent removal, we will revise the risk assessment and family assessment policy, procedures, tools, systems, training and supervisory and monitoring tools and processes to assure that risks are identified and addressed throughout the life of the case.
- Task 2: Evaluation of the new risk assessment process will be conducted 1 year after implementation
- Task 3: Implement recommendations based on the evaluation.

Completion of tasks by September 30, 2006

Objective 2: Family needs and strengths assessed and identified.

- Task 1: Completion of Action Step 1.2 in the PIP - In order to protect children and prevent removal, we will revise the risk assessment and family assessment policy, procedures, tools, systems, training and supervisory and monitoring tools and processes to assure that risks are identified and addressed throughout the life of the case.
- Task 2: Utilizing the results of the QSPR, evaluate the Family Strengths and Needs Assessment and family involvement in the process.
- Task 3: Implement recommendations based on the evaluation.

Completion of tasks by September 30, 2006

Objective 3: Parents and children are involved in the development of the case plan

- Task 1: Completion of Action Step 1.3 of the PIP - Revise the case planning process, policies, procedures, tools, systems, training and supervisory and monitoring tools to assure appropriate providers and family members are involved, including non-custodial parents where appropriate, and that case plans are developed to keep children safe and prevent removal.
- Task 2: Utilizing the results of the QSPR, evaluate the Family Strengths and Needs Assessment.
- Task 3: Implement recommendations based on the findings from the evaluation.

Program Improvement Plan: Strategy 1, Action Step 1.2 In order to protect children and prevent removal, we will revise the risk assessment and family assessment policy, procedures, tools, systems, training and supervisory and monitoring tools and processes to assure that risks are identified and addressed throughout the life of the case. Action Step 1.3 Revise the case planning process, policies, procedures, tools, systems, training and supervisory and monitoring tools to assure appropriate providers and family members are involved, including non-custodial parents where appropriate, and that case plans are developed to keep children safe and prevent removal

Completion of tasks by September 30, 2006

Goal 2 - Determine effectiveness of services

Objective 1: Case plan is framed to meet the needs of the specific child and family members (including the physical, medical and emotional needs)

- Task 1: Completion of Action Step 1.3 of the PIP - Revise the case planning process, policies, procedures, tools, systems, training and supervisory and monitoring tools to assure appropriate providers and family members are involved, including non-custodial parents where appropriate, and that case plans are developed to keep children safe and prevent removal.
- Task 2: Utilizing the results of the QSPR, evaluate the Family Strengths and Needs Assessment.
- Task 3: Implement recommendations based on the findings from the evaluation.

Completion of task by September 30, 2006

In-Home Support (by Social Service Aides)

- ❖ Belief: Every Child Matters
 - Specific Belief: Child Safety Comes First.
- Outcome: Children served are safe. No true reports of maltreatment received after supportive services (SS) given.

Reduction in the percent of children who are abused or neglected within one year of receiving supportive services. Current performance is 5%. Target performance is 3% by June 30, 2006

Source of Information – The Division of Children and Family Services (DCFS) Annual Report Card

- Outcome: Children do not enter foster care.
- % of children receiving SS services who entered foster care within one year of initiation of services performance is currently at 2%. The % of children entering foster care after receipt of these services will be reduced by is 1% by June 30, 2006.

Source of Information – DCFS Annual Report Card

- ❖ Belief: We have a responsibility to provide services that work.
 - Specific Belief: Family Centered services are most effective
- Outcome: The plan and services are developed by and include the family.

Child and family involvement in case planning, family involvement will be

- 70% 1st year or by June 30, 2005
- 77% 2nd year or by June 30, 2006
- 84% 3rd year or by June 30, 2007
- 91.5% 4th year or by June 30, 2008
- 95% 5th year or by June 30, 2009

Source of Information is the Quality Service Peer Review (QSPR) item 18
2nd source - Supervisory Review Tool – Case plan developed with full participation of person(s) served.

In-Home Support Goals and Objectives

Goal 1 - The Division will develop a clear, consistent job description for the Social Service Aides (SSA's) and provide training and certification for improved skills to work with families.

Objective 1: Explore development of a career ladder for SSA's.

- Task 1: Develop proposal of a career ladder for SSA's. Completion by 07/01/07

- Task 2: Identify job specifications for the each recommended level of SSA's. Completion by 09/01/07
- Task 3: Submit changes to DCFS Executive staff and if necessary to DHS then OPM for changes. Completion by 12/30/07

Completion of tasks by June 30, 2008

Objective 2: Establish a training and certification program for SSA's, which includes substance abuse training and include a plan for continuing education.

- Task 1: Identify areas of training needed for SSA's based on the career ladder. Completion by 07/01/07
- Task 2: Develop listing of competencies for SSAs. Completion by 07/01/07
- Task 3: Develop a training and certification program based on competencies for SSAs. Completion by 07/01/07
- Task 4: Implement and monitor tasks above. Completion by 07/01/07

Completion of tasks by September 30, 2007

Objective 3: Explore with university partners options for SSA's to receive support to work on a Bachelor's level Social Work degree.

- Task 1: Develop program and policy for providing educational (BSW w/IV-E tuition currently UAF will provide) services for SSA's. Completion by 6/30/07
- Task 2: Implement an educational program for SSA's. Completion by 6/30/07
- Task 3: Monitor and report the numbers of staff completing the program. Completion by 6/30/07

Completion of tasks by September 30, 2007

Goal 2 - Produce better timely, individualized services to clients and customers.

Objective 1 – Develop a screen in CHRIS for SSA's to document casework activity for monitoring purposes.

- Task 1: Ensure that there is a process in CHRIS for workers to document the referral of a case to an SSA staff person. Completion by 6/30/07
- Task 2: Referrals must be approved by the supervisor and incorporated into the case plan. Completion by 6/30/07
- Task 3: Review and update referral and CFS 322 Homemaker Referral form. Completion by 6/30/07

Completion of tasks by September 30, 2007

Staffing Goal**Goal# 1**

Have sufficient qualified staff to insure child safety and families are served.

Objective # 1

Determine the number of staff that would be sufficient for the Division's county operations by June 30, 2007.

Task #1

COA/CWLA standards for staff ratio will be adopted by September 30, 2005.

Task # 2

All cases including primary Assignments and Secondary Assignments in all service areas will be designated a weight for purposes of determining caseload sizes by December 30, 2006.

Task # 3

Determine current caseloads and projections of staff needed by county, area, and statewide totals by June 30, 2006.

Task # 4

Evaluate outcomes of the previous three tasks and use that information to assist in developing budget preparations and reports for management of staff by September 30, 2006

Task # 5

Request funding and positions for sufficient number of staff to adequately provide services to children and families served by November 30, 2006.

Objective # 2

Recruit Staff by June 30, 2007 and annually thereafter.

Task # 1

Review and modify the recruitment activities (Professional Development, Personnel, DCFS, and DHHS) by January, 2006.

Task # 2

Identify areas where recruitment is an issue and develop specific recruitment needs, i.e. Spanish speaking workers, by June 30, 2006.

Task # 3

Schedule and attend university and college career days and job fairs to advertise, recruit and provide information about various job openings.

Task # 4

Schedule and attend university and college classes, social work classes of those graduating to talk about the agency's mission, the various job openings and tasks, stipend student information, etc.

Task # 5 previously #3

Implement the plan (Personnel and Professional Development) by December 30, 2006.

Task #6 – previously #4

Implement the plan (Personnel and Professional Development) by December 30, 2006.

Objective # 3

Address family service worker on-call issues by June 30, 2007.

Task # 1

Identify on-call options (Pulaski County On-Call work group) by December 1, 2005.

Task # 2

Compile information and make recommendation by June, 2006.

Task # 3

Implement recommendations by December, 2006.

Task # 4

Evaluate the implementation of recommendations and modify based on the results of the evaluation by June 30, 2007.

Objective 5: Develop and implement BSW (SSA), MSW program for providing services to children and families by June 30, 2008.

Task# 1

Identify options and incentives to allow staff to complete course work for BSW and/or MSW (Professional Development) by April, 2006. This task is completed.

- BSW/SSA Policy has been written.
- UAF has developed HBSE I & II as on-line classes. They are now with DOE for their approval. The Human Diversity class has also been taped for on-line production.
- DCFS has had an MSW Educational leave Program implemented for over ten years.

Task# 2

Collaborate with the universities to develop policies and procedures for the above (Professional Development) by December, 2006.

- BSW/SSA Policy has been written.
- UAF has developed HBSE I & II as on-line classes. They are now with DOE for their approval. The Human Diversity class has also been taped for on-line production.

Task # 3

Implement the above and evaluate the tasks (Professional Development) by June 30, 2008.

Objective 6

Review and revise Supervisor Training Curriculum by June 30, 2009.

Task #1

Review the current supervisor's curriculum and identify needed topics that will cover evidence based on practice and clinical aspects of the job by June 30, 2006.

Task #2

Review activities and learning materials from the Mentoring Supervisors project that should be a part of the supervisor training and staff development by June 30, 2006.

Task# 3

Review the revised supervisor job description to be developed through the Classification and Competency Study identify competencies related to job functions by October 31, 2006.

Task# 4

Develop a multi-tiered supervisor training plan and present to DCFS Executive Staff for approval by June 30, 2007.

Task# 5

Implement approved training plan by October 1, 2007

Task# 6

Evaluate the training plan and modify the plan based on the results of the evaluation by June 30, 2009.

Objective 7: Development of a comprehensive and inclusive retention plan by January 30, 2008.

Task# 1:

Identification of key retention activities by December, 2006

Task# 2:

Development of an ongoing personnel satisfaction survey that is separate from the existing exit interview in current policy. January 30, 2007

Task# 3:

Focus group sessions conducted periodically in the different DCFS areas to identify strengths and ideas for improvement.

Task# 4:

Development of a Family Service Worker advisory group.

Task 5: Development of incentives separate from financial incentives. January 30, 2007

Supportive Services

❖ Belief: Every Child Matters

➤ Specific Belief: Child Safety Comes First.

- Outcome: Children served are safe. No true reports of maltreatment received after supportive services (SS) given.

Reduction in the percent of children who are abused or neglected within one year of receiving supportive services. Current performance is 5%. Target performance is 3% by June 30, 2009

Source of Information – The Division of Children and Family Services (DCFS) Annual Report Card

- Outcome: Children do not enter foster care.

% of children receiving SS services who entered foster care within one year of initiation of services performance is currently at 2%. The % of children entering foster care after receipt of these services will be reduced by 1% by June 30, 2009.

Source of Information – DCFS Annual Report Card

❖ Belief: We have a responsibility to provide services that work.

➤ Specific Belief: Family Centered services are most effective

- Outcome: The plan and services are developed by and include the family.

Child and family involvement in case planning, family involvement will be

70% 1st year or by June 30, 2005

77% 2nd year or by June 30, 2006

84% 3rd year or by June 30, 2007
91.5% 4th year or by June 30, 2008
95% 5th year or by June 30, 2009

Source of Information is the Quality Service Peer Review (QSPR) item 18
2nd source - Supervisory Review Tool – Case plan developed with full participation of person(s) served.

Supportive Services Goals and Objectives

Goal 1 - Clearly identify supportive services

Objective 1: Develop services to Families in Need of Services (FINS) as a separate service, differentiated from Supportive Services. Clearly define which families and services are appropriate for supportive services.

Task 1: Define supportive services. Completion by 6/30/06

- Task 2: Define and develop a system of services for FINS. Completion by 6/30/06
- Task 3: Define DCFS service population of FINS. Completion by 6/30/06
- Task 4: Determine policy based on completion of tasks 1 – 3. Completion by 12/30/06
- Task 5: Implement the changes to policy, procedure and practice. Completion by 6/30/07

Objective 2 – Educate community and courts on Supportive Services and Services to FINS.

- Task 1: Develop a brochure on the FINS services. Completion by 6/30/07
- Task 2: Review current brochure on DCFS services. Completion by 6/30/07
- Task 3: Develop training plan and train staff, providers and key stakeholders on FINS and supportive services. Completion by 6/30/07
- Task 4: Get agreement and buy-in to work with Administrative Offices of the Courts on training judges and juvenile staff regarding FINS and Supportive Services. Completion by 6/30/07
- Task 5: Implement tasks 1 – 4.

Objective 3 – Increase documentation of short-term supportive services to include enhancements to CHRIS

- Task 1: Based on definitional changes identify data needed from CHRIS. Completion by 6/30/07
- Task 2: Identify changes needed in CHRIS. Completion by 6/30/08
- Task 3: Implement changes needed. Completion by 6/30/08
- Task 4: Generate reports from CHRIS on FINS and Supportive Services cases. Completion by 6/30/08
- Task 5: Monitor the completion of the tasks. Completion by 6/30/08

Goal 2 – Assess the outcome of services

Objective 1 – Families who have maltreatment episodes or whose children enter foster care after receiving supportive services will have those cases reviewed to determine why services did not prevent maltreatment and out-of-home placement. Utilize Continuous Quality Improvement (CQI) process to address findings.

- Task 1: Conduct a special study on Family Strengths and Needs Assessment and survey families about the impact of services. Completion by 6/30/08
- Task 2: Results of study will be a part of the CQI process Completion by 6/30/09
- Task 3: Outline recommendations and solutions Completion by 6/30/09
- Task 4: Implement changes if needed – report results. Completion by 6/30/09

Program Improvement Plan: Strategy 1, Action Step 1.2 In order to protect children and prevent removal, we will revise the risk assessment and family assessment policy, procedures, tools, systems, training and supervisory and monitoring tools and processes to assure that risks are identified and addressed throughout the life of the case.

Goal 3 – Assure that client needs are matched to services

Objective 1 – Provide resource directory for staff (online and ability to print)

- Task 1: Devise services log to record in-house and provider of services. Completion by 6/30/09
- Task 2: DCFS work on validating and updating eSources website. Completion by 6/30/09
- Task 3: Determine if eSources website meets needs of the field staff, make recommendations for changes. Completion by 6/30/09

Objective 2 - Utilizing changes to assessment and case planning made through the Program Improvement Plan, document that client's needs are matched to the services.

- Task 1: PIP implementation of action step 1.2.2 and 1.3.1 is documenting clients needs are met. Completion by 6/30/09
- Task 2: QSPR and supervisory review tool results will be reviewed to determine that the needs of families are met. Completion by 6/30/09

Program Improvement Plan: Strategy 2: Action Step 2.1 Review and prioritize service needs and contracts to existing budget allocations. Action Step 2.2 Expand current array of services and address service gaps, especially in rural areas, to meet the needs of children and families served by DCFS in order to protect children and prevent removal.

See Appendix VI for a list of our participants in the development of this plan and Appendix VII for a complete copy of the of the Division's Program Improvement Plan – work plan.

ADOPTION RECRUITMENT PLAN FFYS 2004 –2009

In June 2004, Arkansas had a pool of one hundred ninety-six (196) approved families waiting for children. Of that 196, 52 or 27% were African-American. The percentage of African American families has increased from 22% in the FFYS 2000-2004 recruitment plan.

Arkansas had five hundred twenty-four (524) waiting to be adopted at the end of the third quarter of SFY 2004. One hundred thirty-four (134) or 26% of these children are living in preadoptive homes. Three hundred ninety (390) children with parental rights terminated were not placed in adoptive homes. Twenty-seven percent (27%) of the children available for adoption were African – American. Sixty-two percent (62%) were Caucasian.

Given the characteristics of children described above and the families available for placement, the Division of Children and Family Services will use the strategies outlined in this plan to locate and develop adoptive home resources to meet the needs of waiting children.

Goal I: To improve DCFS' general adoption recruitment and retention efforts

Objective 1: To increase awareness and education of all DCFS/DCO clerical staff concerning adoption.

Task 1: Feature a waiting child or sibling group in the DHS newsletter.

Accomplish Date: January 1, 2005

Lead Responsibility: Adoption Services Unit

Secondary Responsibility: DHS Communications Director

Task 2: Develop statewide curriculum and provide training for DCFS/DCO clerical staff on the new web-based adoption inquiry process.

Accomplish Date: January 1, 2005

Lead Responsibility: CHRIS/Adoption Field Services Manager/Adoption Services

Unit, Secondary Responsibility: Adoption Supervisors and County Administrators

Task 3: Conduct ongoing continuing education training on adoption for Family Service Workers, Foster and Adoptive Parents, Adoption Specialists, Mental Health Workers, and Community Providers. This will include training that addresses work with diverse cultures, linguistics, racial, and economic communities.

Accomplish Date: July 1, 2005

Lead Responsibility: MidSouth Training Academy/Adoption Field Services

Manager/Adoption Services Unit, Secondary Responsibility: Professional Development Unit

Objective 2: To promote awareness and education among community organizations

Task 1: Develop a statewide plan for awareness and education on adoption.

Accomplish Date: October 1, 2004

Lead Responsibility: Adoption Services Unit/Adoption Field Services Manager

Secondary Responsibility: Adoption Supervisors

Task 2: Develop area plans for awareness and education on adoption.

Accomplish Date: October 1, 2004

Lead Responsibility: Area Adoption Supervisors/Adoption Specialists

Secondary Responsibility: Adoption Field Services Manager/Adoption Services Unit

Task 3: Utilize support groups, speaker's bureaus, faith-based groups and other community groups.

Accomplish Date: July 1, 2008

Lead Responsibility: Area Adoption Supervisors/Adoption Specialists

Secondary Responsibility: Adoption Field Services Manager/Adoption Services Unit

Objective 3: To explore post-adoption services

Task 1: Mail letters regarding the availability of post-adoption services to subsidized adoptive families and foster families

Accomplish Date: January 1, 2007

Task 2: Complete a survey with adoptive families on the need for post-adoption services .

Accomplish Date: January 1, 2007

Lead Responsibility: Adoption Services Unit/Planning Unit

Secondary Responsibility: Adoption Field Services Manager

Task 3: Use results of post-adoption services survey findings to develop and expand post-adoption services.

Accomplish Date: January 1, 2008

Lead Responsibility: Adoption Services Unit

Secondary Responsibility: Policy Unit/Planning Unit

Objective 4: To monitor the progress of the Adoption Recruitment Plan on a quarterly basis

Task 1: Complete a monitoring tool

Accomplish Date: October 1, 2004

Lead Responsibility: Adoption Field Services Manager/Adoption Services Unit

Secondary Responsibility: Adoption Supervisors/Adoption Specialists

Goal II: To provide targeted recruitment efforts to find homes for waiting children

Objective 1: Each Adoption Specialist will recruit and retain a minimum of ten (10) African American families per year for the next five (5) years (Exception: If the geographical area of one of the Adoption Specialists has less than 5% African American population their minimum number may be adjusted accordingly, but the statewide total will supplement the reduced number).

Task 1: Include in Area Recruitment Plan, the plan for recruiting and retaining African American homes to address this objective.

Accomplish Dates: October 1, 2004 – 10 Families
October 1, 2005 – 10 Families
October 1, 2006 – 10 Families
October 1, 2007 – 10 Families
October 1, 2008 – 10 Families

Lead Responsibility: Adoption Specialists/Adoption Supervisors

Secondary Responsibility: Adoption Field Services Manager/Adoption Services Unit

Task 2: Coordinate and develop media presentations, written materials, and information packets (to include information related to home study process and agency access) to recruit African American families.

Accomplish Date: October 1, 2004 and on-going

Lead Responsibility: Adoption Supervisors/Adoption Specialists

Secondary Responsibility: Adoption Field Services Manager/Adoption Services Unit

Task 3: Establish working relationships with a minimum of ten (10) local community based groups each year per Area.

Accomplish Dates: October 1, 2004 – 10 Groups
October 1, 2005 – 10 Groups
October 1, 2006 – 10 Groups
October 1, 2007 – 10 Groups
October 1, 2008 – 10 Groups

Lead Responsibility: Adoption Specialists/Adoption Supervisors

Secondary Responsibility: Adoption Field Services Manager/Adoption Services Unit

Task 4: Develop and maintain at least one adoption support group in each Area.

Accomplish Date: October 1, 2005

Lead Responsibility: Adoption Specialists/Adoption Supervisors

Secondary Responsibility: Adoption Field Services Manager/Adoption Services Unit

Objective 2: Recruit and retain adoptive families for teens, children with severe disabilities, and sibling groups of three or more.

Task 1: Coordinate and develop media presentations, written materials, and information packets (to include information related to the home study process and agency access) to recruit adoptive families for teens, children with severe disabilities, and sibling groups of three (3) or more.

Accomplish Date: October 1, 2004 and on-going

Lead Responsibility: Adoption Supervisors/Adoption Specialists

Secondary Responsibility: Adoption Field Services Manager/Adoption Services Unit

Task 2: Establish working relationships with a minimum of ten (10) local community based groups, for teen recruitment each year per Area.

Accomplish Dates: October 1, 2004 – 10 Groups

October 1, 2005 – 10 Groups

October 1, 2006 – 10 Groups

October 1, 2007 – 10 Groups

October 1, 2008 – 10 Groups

Lead Responsibility: Adoption Specialists/Adoption Supervisors

Secondary Responsibility: Adoption Field Services Manager/Adoption Services Unit

Task 3: Establish and maintain at least one post adoption service per Area

Accomplish Date: October 1, 2006

Lead Responsibility: Adoption Specialists/Adoption Supervisors

Secondary Responsibility: Adoption Field Services Manager/Adoption Services Unit

Goal III: To identify and recruit appropriate adoptive families for specific waiting children

Objective 1: Complete a web site and photo-listing registration on all waiting children with special needs.

Task 1: Identify children with special needs who are legally free for adoption, are not placed with an adoptive family, and are not registered on the DCFS web site and photo-listing.

Accomplish Date: October 1, 2004 and on-going

Lead Responsibility: Adoption Specialists/Adoption Supervisors

Secondary Responsibility: Adoption Field Services Manager/Adoption Services Unit

Task 2: Prepare web site and photo-listing registration packets on the waiting children.

Accomplish Date: January 1, 2005 and on-going

Lead Responsibility: Adoption Specialists/Adoption Supervisors

Secondary Responsibility: Adoption Field Services Manager/Adoption Services Unit

Task 3: Enter the registration of waiting children onto the web site and photo-listing.

Accomplish Date: February 1, 2004

Lead Responsibility: Adoption Services Unit

Objective 2: Develop placement resources with private and public agencies for waiting children with special needs.

Task 1: Develop a network with private and public agencies to increase the resource of approved adoptive applicants for waiting children with special needs.

Accomplish Date: October 1, 2005 and on-going

Lead Responsibility: Adoption Services Unit/Adoption Field Services Manager

Secondary Responsibility: Adoption Supervisors/Adoption Specialists

Task 2: Develop recommendations for purchase of service for the adoption of specific waiting children with special needs.

Accomplish Date: October 1, 2004

Lead Responsibility: Adoption Field Services Manager/Adoption Services Unit

Secondary Responsibility: Policy Unit

Objective 3: Implement a child specific recruitment plan

Task 1: Complete a child specific recruitment form on every waiting child.

Accomplish Date: January 1, 2005 and on-going

Lead Responsibility: Adoption Specialists/Adoption Supervisors

Secondary Responsibility: Adoption Field Services Manager/Adoption Services Unit

Objective 4: Identify and utilize available community resources to find families for specific waiting children with special needs.

Task 1: Identify during concurrent planning families who have significant ties to a waiting child and determine if it is appropriate to consider the families for adoption placement.

Accomplish Date: October 1, 2004 and on-going

Task 2: Plan and implement at least five activities during the federal fiscal year to recruit adoptive families for specific waiting children per Area.

Accomplish Date: October 1, 2005 and on-going

Plans For Adoptive Incentive Funds

The Adoption Promotion Act of 2003 reauthorized the adoption incentive payment program under part E of Title IV of the Social Security Act. Payments will be provided to eligible states for each of Federal fiscal years 2004 through 2008. The Arkansas Department of Human Services/Division of Children and Family Services expects to receive an award for FFY 2004 based on an increase in finalized adoptions over the baseline set for finalized adoptions in FFY 2002.

If placement goals and objectives are met the Division will continue to receive awards annually through Federal fiscal year 2008.

The Division plans to spend these funds on the following:

- Post adoption services such as respite care, tutoring, training, and resource lending library
- Promotional materials for recruitment and public awareness activities
- Adoption Home Studies
- Adoption Summaries
- Non-identifying summaries
- Support Groups

TRAINING PLAN

FY 2004 - 2009

Training Plan – FY 2004 - 2009**Training Plan – FY 2006 - 2009****Value Statement**

The Division of Children and Family Services (DCFS) recognizes and values the dedication of all employees. DCFS goals of child protection and family preservation will only be achieved through the work of highly trained and motivated child welfare staff. We believe that the pursuit of excellence and achievement of Division goals outlined within the Belief Based Performance Management System requires the exposure of workers to new and innovative training material involving best practices in child welfare.

Purpose

This document is the training plan for all employees and volunteers within DCFS. The purpose of training within DCFS is to give staff and volunteers' skills they need to accomplish the agency mission.

Funding Authority

Authority for establishment of a Title IV-E training program and claiming reimbursement for such a program is cited at 45 FTR 1356.60(b).

DCFS Professional Development Unit (PDU)

The mission of the PDU is to support training activities in DCFS through monitoring of the Academic Partnership training contracts, processing of requests to attend workshops and conferences and reimbursement of training-related expenses of those individuals who serve IV-E children. The PDU is administratively located within the Legislative, Analysis, Research and Planning Unit (LARP) of DCFS.

Who Can Be Trained

Personnel employed in all classes of positions, volunteers and persons preparing for employment by DCFS may be trained and the cost of this training can be claimed for reimbursement under the IV-E program. This includes students preparing for employment in DCFS and DCFS child welfare staff seeking the Masters Degree in Social Work. Training may also be provided to current and prospective foster, kinship and adoptive parents and members of state licensed or approved child care institutions providing care to foster and adopted children receiving IV-E assistance.

Training Resources

Training is provided to DCFS staff and volunteers through contracts with the Academic Partnership, DCFS in-house providers, other state, local and federal resources, and private training providers. Although most training events take place within the state, there may be some critical training only available out of state. Training resources include Internet/Intranet sites, compressed interactive video training events (CIV), and lending resource libraries maintained by the Academic Partnership sites. Depending upon training media selected, training sites may include:

- MidSOUTH Training Center sites in Fayetteville, Jonesboro, Arkadelphia, Monticello, and in Little Rock, AR
- Arkansas Academic Partnership University/College sites (7)
- Seventy-five County Offices housing DCFS staff
- Contracted third-party training sites, such as hotels, conference centers, or municipal or other state facilities

University Partnerships

To optimally utilize IV-E training and administrative funding, the Division of Children and Family Services (DCFS) has developed partnerships resulting in two contracts with institutions of higher education: the University of Arkansas at Little Rock (UALR) MidSOUTH Center and the University of Arkansas at Fayetteville (UAF). The latter subcontracts with the following to form the Arkansas Academic Partnership:

University of Arkansas at Pine Bluff, University of Arkansas at Monticello, Arkansas State University, Harding University, Arkansas Technical University, Philander Smith College, and Southern Arkansas University. These contractors have been enlisted to educate and train DCFS staff, potential staff, and foster parents and to perform defined administrative activities. The education, training and administrative activities are described in contracts developed between the agencies. Performance indicators contained in those contracts describe specific expectations of the contractors.

Allowable costs to be considered for Title IV-E funding (federal or match) include the following:

- State general revenues that are being used to fund salaries and fringe of faculty and support staff involved in programs that prepare students for employment with the state child welfare agency and directly relate to/support the contract deliverables. For degree programs that are accepted by the state agency as qualifications for Family Service Workers, any course required to get the degree as reflected in the catalog and any elective that specifically relates to IV-E could be included. Those degree programs must include persons preparing for employment with the state agency (i.e., receiving stipends.)
- Other university support departments who jointly support the deliverables of the agency who are excluded from indirect costs are also allowable.

- The university's federally approved indirect cost rate. The university should include a copy of the letter from the appropriate Federal agency that approves their indirect cost rate.

The statewide collaboration among DCFS and nine Arkansas universities focuses on education and training to support and improve child welfare practice. The partnership objectives are to develop a family-centered child welfare curriculum and infuse it into interdisciplinary academic curricula statewide; to recruit and prepare university/college students for employment in the child welfare system administered by DCFS; and to better prepare child welfare workers and supervisory staff through state-of-the-art pre-service training and continuing education.

The University of Arkansas at Little Rock MidSOUTH Center works collaboratively with DCFS and the partnership coordinated by University of Arkansas at Fayetteville to coordinate its training activities. The MidSOUTH Training Academy operates five training centers for the purpose of providing classroom training and education for DCFS staff on a statewide basis. MidSOUTH offers the following unique classroom training and education activities:

- Pre-service training for all newly hired FSW trainees
- Leadership training
- Social Service Aide (SSA) training
- Training of Hotline Operators of the Arkansas State Police (ASP)
- Continuing education for DCFS staff, foster parents and closely allied provider staff

MidSOUTH also provides initial training to all DCFS-referred foster parents and adoptive parents including, but not limited to, Foster PRIDE / Adopt PRIDE (**P**arent's **R**esource for **I**nformation, **D**evelopment, and **E**ducation), developed by Child Welfare League of America (CWLA), as approved by DCFS Executive Staff.

MidSOUTH continuing education events are published on-line monthly and held at sites determined by required technology and targeted trainee population. Training topics are based on specific needs determined by DCFS Executive Staff and the Individual Training Needs Assessment (ITNA) tool.

The University of Arkansas at Fayetteville (UAF) works cooperatively with DCFS and the UALR to coordinate its training activities. UAF subcontracts with seven (7) other universities for the purpose of providing statewide training and education services under overall DCFS contract. Additional responsibilities of the collective Arkansas Academic Partnership include:

- Employing field instructors for the purpose of mentoring new workers during their first year of employment
- Providing advanced practice education when requested. Additional curriculum may be developed and presented at the request of DCFS Area Managers or Executive Staff. Core-training topics are standardized for consistency of presentation throughout the Partnership
- Maintaining a child welfare resource center at each university site to allow DCFS staff the opportunity to review and check out materials and resources. An on-line listing is provided of all available materials. Developing a cooperative effort to provide training for new Partnership new field education staff and refresher training for incumbent field instructors.

- Recruiting either BSW or selected multi-disciplinary degree candidates in their senior year of college, to accept a two-semester stipend in exchange for a one year work obligation with DCFS upon graduation.

Immediately upon employment, every Family Service Worker Trainee (FSWT) will be assigned a Field Instructor from one of the contracted Universities/Colleges within the Academic Partnership. The Field Instructors will provide further orientation, guidance, mentoring, skill demonstration and a knowledge base to all FSWT's during the first year of their employment to assist the new worker in adapting to their new positions and responsibilities. This mentoring will assist the FSWT in passing their panel review, which is usually held after the first 5 months of employment. The panel review is a process involving a representative body of DCFS Area field administrative staff, appointed by the Area Manager that meets prior to the 6th month of FSWT employment, to review the work and knowledge of the FSWT.

Current Training

With the exception of the available “part-time” DCFS MSW Educational Leave program, all training offered within DCFS is considered “full-time,” in that employees are relieved of all responsibilities for performance of current work when participating in a DCFS-sponsored training event. The IV-E definition of “long-term training” of events eight or more weeks in length, applies to New Worker Training, the MSW Educational Leave Program, and the senior year undergraduate educational assistance program.

Orientation –The purpose of the orientation process is to provide information to the participant concerning the program in which they are involved. Items covered(syllabus) include DCFS policies and procedures, guidelines, timeframes, structure and nature of work and responsibilities, required paperwork and expected behaviors including ethical behavior, confidentiality, legal rights of clients that we work with, and continuous quality improvement processes. Orientations have been developed for all staff within DCFS and for foster parents.

The following orientation processes and forms are available for new employees and volunteers:

- All DCFS Employees (program and non-program employees). Each hiring supervisor must complete and submit to DHHS/DCFS Personnel the following orientation processes within 30 work days (Short term)of the date of hire:

DHHS 1101-New Employee Orientation Checklist
DCFS CFS-1136 New Employee Orientation Checklist Addendum

Additional program new worker orientation and on-the-job training is included within DCFS New Worker Training (NWT) provided by MidSOUTH Training Academy.

- All foster and kinship parents, upon completion of their mandated pre-service and approval as a foster or kinship home, will be provided with an orientation provided by DCFS staff, using the following approved form:

CFS – 465 DCFS Foster Parent Orientation Checklist

Additional foster/kinship parent orientation is included in the foster/kinship parent pre-service training.

- Provisional Relative Foster Homes may have a child placed before being licensed, but all licensing requirements are to be met within 6 months of placement. This orientation form must be completed and signed by the family before the child is left in the home:

CFS – 474 Provisional Foster Home Orientation Checklists

- Volunteers, not providing foster or adoptive services to the agency, are covered by DHHS Policy 1027.

All orientation training is to be completed within 30 days and is considered short term training. The training generally takes 3-6 hours to complete. The Administrative functions supported include referral to services and case management. The settings a part of initial in-service and provided by in house agency staff. The audience is new employees and new approved foster parents and/or volunteers. The average number of expected participants is 1206.

New Worker Training

All pre-service NWT for program staff has been approved by the DCFS Executive Staff and is provided by UALR MidSOUTH Training Academy. The curriculum is based upon worker competencies developed by the Institute for Human Services (IHS). New FSW trainees are scheduled within the first two weeks of employment. Classes are delivered by university staff through one of five sites throughout the state to allow the new worker closer access to both their office and home. Due to the intensity of the NWT and assigned on-the-job training requirements and responsibilities, the FSWT shall carry a maximum workload of five (5) secondary cases. The overall training event provides classroom lecture, activities, discussion, training strategies involving all learning styles, and on-the-job field training for skill development. Both pre-and post-testing is used for each module and for the course as a whole.

The DCFS training program provides training in best practice for foster/adoptive families, field staff and identified service providers.

- **FSWT New Staff Training** is competency-based training for newly hired family service workers consisting of twenty-two days (132 hours) of classroom instruction, conducted over a ten week period. The training is preceded by a one week in-office orientation phase and interspersed with field instruction and standardized on the job training activities while not in the classroom. Classroom instruction consists of training in(syllabus) *Family Centered Practice* (to include cultural diversity), *Dynamics of Maltreatment*, *Effects of Abuse on Human Development*, *Casework Communications*, *Effects of Separation and Placement*, *Child Maltreatment Assessment*, *Foster Care – Out-of-Home Placements*, and *Case Management – Assessment, Planning, & Coordinating Efforts*. In the past year, fifteen FSW new staff training events was conducted involving 188 participants. This classroom training is provided at one of the five MidSOUTH Training Academy locations throughout the state.

The administrative functions for this training includes IV-E eligibility determination or re determination, referral to services, development and maintained of case plan, and case management. Setting/venue is initial in services, long term training as it is over a period of 10weeks or 132 hours. The provider is MidSouth (contract provider). The audience is for new family service workers and supervisors (who are new to the Division). Average number of expected participants is 188.

Continuing Education Training-

The DCFS training program provides training in best practice for foster/adoptive families, field staff and identified service providers.

Continuing Education training offers a variety of training sessions for foster/adoptive parents and staff based upon information and needs gained through Individual Training Needs Assessments, Council on Accreditation requirements, Program Improvement Plan mandates, Legislative requirements, and DHHS/DCFS Executive Staff directives. Training is developed and scheduled as needed. These classroom training activities may be held at any of the partnership university sites, or other public or private facilities in the state. (syllabus) Training topics include but are not limited to: worker safety, grief and loss, ethics, parenting, substance abuse, effects of child abuse/neglect, mandated reporting, working with sexually abused children, time management, stress management, case planning, risk assessment, interviewing young children, ICPC policy,

The Administrative functions supported are: referral to services, placement of child, development and maintenance of case plan.

Venue/setting is continuing in-service training and the providers are MidSouth (contractor), in house agency staff, and public University. The course is short term and range from 3-6 hours. The audience is staff, volunteers, foster parents, adoptive parents, and community providers. The combined average number (may include multiple participation) of expected participants for continuing education courses is 3672.

These events may be directly provided by or through Academic Partnership or DCFS staff, contracted or community providers, and may either be mandated or elective. These classes are open to all DCFS staff, foster / adoptive parents, and childcare agencies receiving IV-E assistance, unless the nature of the training class targets a specific work group within DCFS or if considered inappropriate due to confidentiality issues. Additional training may be provided through third-party vendors, and may be attended through formal application and registration procedures. These formal training events are usually three to six hours in length, but may extend to three days, depending upon topic.

Central Office Staff Training

Each hiring supervisor shall review a new employee's training experience to determine whether specific information may be gained through training events designed to enhance knowledge or performance with the employee's job function. Both incumbent and new employees shall be evaluated through the annual PPES / CLIP process and training issues may be addressed through development of a staff training plan to target job tasks requiring improvement or enhancement. Management position orientation, for those new employees with no prior supervisory experience in

DCFS, may include attendance in selected modules of New Worker Training provided by MidSOUTH. These formal training events are usually one to two days in length, depending upon topic. Informal training activities, not held in a scheduled classroom environment may last only a few hours in duration.

DCFS Central Office employees shall be permitted to attend training found applicable to their job performance. Supervisors may use formal training events, as well as media such as videotape, CD, DVD, printed material or through interview/shadowing of a topic expert. (Syllabus) Training may include but not limited to: computer programs such as excel, access; stress management; any MidSouth continuing education course listed above) that would be relevant to job function, ethics. The administrative functions supported referral to services. The setting/venue is continuing in-service provided by MidSouth (contractor) and/or in house agency staff, and public university. It is considered short term and ranges from 3-6 hours. The audience is staff out of Central office, but may include other divisional staff and volunteers. Average number of participants expected is 20.

Social Service Aides (SSA) –

The DCFS training program provides training in best practice for foster/adoptive families, field staff and identified service providers.

- **Social Service Aide Training** is a knowledge/skill based training for Social Service Aides consisting of Short term training of twelve days (72 hours) of classroom instruction, conducted over a four week period. This is considered Initial In-Service and can be provided as continuing in service. (Syllabus) Training topics address several skills areas- introduction/overview of DCFS; family centered services; communications; engaging families; child development; child health issues; substance abuse training; time management; stress management; documentation; team building; physical abuse, neglect, emotional abuse, and sexual abuse; legal issues; including a two-day segment on Active Parenting Leader training. The administrative functions supported are referral to services, preparation for and participation in judicial determinations, placement of child, and maintenance of case plan. In the past year three Social Service Aide training events were conducted involving 34 participants. This included new SSAII as well as some designated existing SSAII as referred by supervisor. This classroom training is offered only at the Little Rock MidSOUTH Training Academy and provided by MidSouth trainers (contractors). The average number of participants expected is 34.

Additional continuing education training sessions are offered to the Social Service Aide staff as requested or mandated.

Adoptions Staff-Short Term training

Eleven orientation sessions for Adoption Specialists were held during 2005-2006. DCFS Adoptions staff and MidSOUTH Training Academy curriculum development staff are working together to develop a standardized curriculum for the orientation process for Adoption Specialist. This orientation will be curriculum available through classroom and online training. Curriculum is also being developed to provide new workers with information concerning the adoptions process. Adoption Specialists also participated in their Area Foster Parent Conference training sessions. The

Adoption Unit also assisted in the planning and coordination of the Statewide Adoptions Conference held November 2005. Adoptions staff will attend continuing education training as identified by supervisory staff.

This short term training consists of session that from 3-6 hours per day for a total of average 32 hours and includes topics (syllabus) such as DCFS policy on adoptions; recruitment and retention of adoptive applicants; applications of adoptive applicants; development of adoptive placement; re-evaluation of adoptive homes; selections of adoptive placement including disclosure, pre placement and placement activities; post adoptive services; disruption of adoptive placement; completing adoptive home studies; subsidy. The average number of participants expected is 10. The administrative functions supported would be referral to services, placement of child, development and maintenance of case plan.

Independent Living (IL) Coordinators -

Monthly meetings (sometimes phone conferences) have been held for IL Coordinators and used as a forum for providing training in policy and methods. The Independent Living Unit and MidSOUTH have discussed additional training specifically targeted for the IL Coordinators. Independent Living Coordinators will attend continuing education training as identified by supervisory staff. The Independent Living Unit had requested DCFS approval for attendance in a national-level IL conference to increase their level of knowledge of current issues in IL. The Independent Living Coordinator positions are the FSW and/or SSAII and this training is a part of the new worker and SSAII training reported elsewhere in this report. There is a plan for identified independent living to be developed and offered that separate from the CORE training. It would be continuing education exclusively for the Independent Living Coordinator. This will be effective 1/1/07. The average number of expected participants is 20. The duration of this training is 3 hours. (short term) the administrative functions supported would be referral to services, placement of child, development and maintenance of case plan.

Training for Foster / Adoptive / Relative Foster / Provisional Relative Foster Homes –These homes include the following: Foster Family Home (Non Relative); Adoptive Home; Relative Foster Home (Kinship Only); Relative Foster Home (Fostering and Kinship); and Provisional Relative Foster Home.

The DCFS training program provides training in best practice for foster/adoptive families, field staff and identified service providers.

Foster/Adopt PRIDE is a competency-based, pre-service training provided for prospective foster/adoptive parents. The Foster/Adopt **PRIDE** (Parents' Resource for Information, Development, and Education) training curriculum was developed by the Child Welfare League of America and consists of nine, three hour modules totaling 27 hours of instruction. In the past year, fifty-five Foster/Adopt PRIDE training events were conducted for 948 persons. This classroom training is offered throughout the state as determined by the geographic concentration of DCFS referrals to MidSOUTH. Sessions may be held in community centers, State Offices, churches, or other public or private facilities.

Prior to final home approval, these volunteers are required to complete the thirty hour DCFS pre-service training curriculum. DCFS staff will provide a formal orientation by completion of the CFS-465 (Foster Parent Orientation Checklist) at the end of the training course. Provisional Relative Foster Homes are required to complete the training required to meet standards within 6 months of the immediate placement of the child in their home.

This training includes (syllabus) making connections; creating teams; meeting development needs-attachments; Loss; Discipline; Strengthening family relationships; continuing family relationships; planning for change; making an informed decision; and taking pride. The administrative function supported is referral to services; placement of child; maintenance of case plan; recruitment/licensing of foster/adoptive homes and institutions. The setting is Pre Services. This is for foster parents and adoptive parents who are not employees of the State and will not be. The training is provided by MidSouth (contract) or in some instances in house staff. It is short term training as it consists of one 3-6 hours day per week training for a total of 27 hours of training. The audience is volunteers, foster parents, adoptive parents, and designated child placement staff. The average number of participants expected is 948.

All foster and adoptive parents (as identified above) are required to attend and be certified in first aid and CPR. All homes are required to complete and maintain certification in first aid, but only foster family (non-relative) homes are required to attend and maintain full certification covering infant-child-adult CPR. Other homes, if only accepting fostering of relatives, will only be required to complete and maintain certification in the age level appropriate CPR as follows: infant (birth through 1 year of age); child (1 year through 8 years of age); and adult (age 8 years of age through adulthood). Acceptable national training providers include the following: American Red Cross (first aid and CPR); American Heart Association (first aid and CPR); or National Safety Council (Standard/Basic First Aid only). Foster parents must maintain certification in CPR and first aid to remain a DCFS foster home. Since various certification time frame durations occur with the acceptable CPR provider group (1 or 2 years), the foster parent must adhere to and be responsible for maintaining their certification requirements. DCFS is responsible for scheduling first aid and CPR training for these homes and foster / adoptive homes will be reimbursed for successful completion of classes scheduled through DCFS using in-house or approved training providers. The average expected participants in this training are 1206. Administrative functions supported would be placement of child and development and maintenance of case plan.

Additional training for these homes is available through continuing education classes provided statewide by the University Partnership as well as the Area Foster Parent Conference and the State Annual Foster Parent Conference. Applications to attend training are processed and scheduled through local DCFS foster / adoptive parent liaison. DCFS bears the expense for DHHS foster /adoptive parents in attending classes to meet annual hourly training requirements, as scheduled through DCFS.

Volunteer Training

Training for volunteers, other than foster/kinship/adoptive volunteers, will consist of any additional training required to complete their volunteer responsibility.

The training topics (syllabus) may include but is not limited to a range from orientation of policy and procedures for transportation, to stress management, ethics, supervision of visits, recruitment of foster parents and adoptive parents. The administrative function supported is referral to services, and recruitment/licensing of foster/adoptive homes. The setting is pre services (orientation for volunteers not employed). In house agency staff usually provides this training although MidSouth (contract) does provide some. The training is considered short term as usually is 3 to 6 hours training over 1 to 2 days. It may be offered or conducted throughout the year as new volunteers apply. The average number of participants expected is 5.

Additional Training Opportunities

Additional training opportunities for DCFS employees and foster parents may include attendance in training events offered through third-party vendors and conferences. Regular training conferences include Arkansas Human Services Employees Conference (AHSEA), MidSOUTH Summer School (MSSS), DCFS Area Training Meetings, Regional Training Conferences provided through the Academic Partnership, Mental Health Institute, Court Appointed Special Advocates (CASA) Annual Conference, and the Juvenile Justice and Delinquency Prevention Conference held by the Division of Youth Services. Several of the larger state conferences provide a limited number of scholarships for DCFS staff and foster parents. The average expected attendance at these conferences combined is 185. This is determined by budget and staff availability. These conferences would support at least one of the following administrative functions: referral to services, preparation for and participation in judicial determinations, placement of child, development and maintenance of case plan, case management, recruitment/licensing of foster/adoptive homes and institutions. The venue is continuing in service and conference/workshop. The proposed provider may include in house agency training staff, public university, or MidSouth (contract) and Juvenile Justice.

Independent Study

Additional available training may include video or audio based instruction, online training opportunities as well as DCFS or Partnership library instructional materials and books. These trainings include child welfare subjects. The administrative functions supported would be placement of child and case management. The audience is for DCFS staff, university students, foster and adoptive parents, as well as community partners. The venue/setting is continuing in service and is provided by the public university and MidSouth (contract). It is short term training that foster parents are allowed to have 5 hours per year. The average expected participants are 35.

Supervisory Training Requirements-

All DCFS supervisors are required to attend the following training events provided by the Department of Human Services (DHHS) and DCFS:
Syllabus:

- DHHS 3-Day Supervisor Training (with update training every 5 years) includes PPES, Administrative Policy, and EEO Laws. Hiring Procedures and Grievances.
- DHHS Interpersonal Communications (2-day class)
- DHHS Basic Supervision (2-day class)-which includes communication, leadership, delegation, motivation, conflict managements and problem solving.
- DCFS New Supervisor Training (9-day class)

Upon employment as a supervisor, the employee will be contacted by DHHS Staff Development and informed of their required attendance in the mandated supervisor training held in Little Rock. The supervisor training provided through DHHS must precede all DCFS New Supervisor Training provided through UALR. Upon receipt of a copy of the DHHS-1161 form from PDU, MidSOUTH Training Academy will contact the new DCFS supervisor to inform them of the schedule to attend the DCFS New Supervisor Training. Supervisors may also attend the Certified Public Manager course, with approval of the DCFS Executive Staffs. Additional elective or mandated training may be scheduled for the targeted supervisor within DCFS.

DCFS Supervisors with any break in employment or supervisory responsibility must re-attend all seven days of the DHHS Supervisor Training requirements. Re-attendance in DCFS Supervisor Training is only required after one year break of employment, unless DCFS Executive Staff determine otherwise.

The DCFS training program provides training in best practice for foster/adoptive families, field staff and identified service providers.

- **Supervisor/Leadership Training** is a competency-based training for new FSW supervisors and program managers consisting of nine days (51 hours) of classroom instruction, conducted over a three week period. The training also includes a series of on-line tutorials to be completed outside the classroom and purposeful interaction with a field instructor/mentor. Classroom instruction is provided in three segments - *Principles of Leadership*, *Working with Others*, and *Nuts and Bolts of Supervision*. In the past year, three Supervisor/Leadership training events were conducted for 36 supervisors/program managers. This classroom training is offered only at the Little Rock MidSOUTH Training Academy.

Administrative functions supported are hearings and appeals, referral to services, case management. The setting/venue is Initial in-services and continuing training. Training is provided by in house agency training staff and MidSouth (contract). This is short term training that is covered over a 6 month to 1 year time frame and then updated every 5 years over a period of 3 days. The total hours average 93 hours. The audience is staff of State/local agency administering the State Plan. The average number of participants expected is 36.

Training Needs Assessments

The purpose of conducting a staff training needs assessment is to identify the training needs of an employee or volunteer and use this information to develop continuing education training events and county/area/state annual training plans. The assessment is only valuable if it results in training that is relevant, significant and available to the person. DCFS provides three dedicated Individual

Training Needs Assessment (ITNA) tools, two for program staff (e.g., FSW, FSW supervisor), and one for foster parents.

DCFS Central Office Staff

On an annual basis, as specified in DHHS Policy, each DCFS Supervisor will conduct a performance evaluation, which will include a review of training needs for the work unit employee(s). The resulting training needs may be addressed in the Career Ladder Incentive Program (CLIP) training/education plan or managed apart from this formal process.

DCFS Program Staff

At the time designated for the employee's annual performance evaluation (PPES), DCFS Supervisors will complete an Individual Training Needs Assessment (ITNA) for each Program employee and forward a copy to UALR MidSOUTH who will collect and report to the PDU all ITNA information for DCFS FSWs, and supervisors. ITNA criteria for FSW and supervisor positions are based upon standards provided by the Institutes for Human Services (IHS). A training plan developed by DCFS Supervisory staff with their employees to meet the needs expressed by their ITNA may be applied to the worker's CLIP training/education plan.

Foster / Adoptive Home

At the time of the foster parent's annual evaluation, the foster parent evaluator (i.e., contractor or agency employee) will conduct an ITNA with the foster parents and will forward a copy of the results to UALR MidSOUTH who will collect and report to the PDU all ITNA information relating to foster parents. The foster parent ITNA is based on ten competencies developed by the authors of the mandated preservice curriculum. The DCFS Adoptions Specialist assigned to the adoptive family will meet to determine and address training needs after Foster Pride / Adopt Pride Training, and will continue until the adoptive home is approved.

DCFS Supervisory staff and Foster Parent Liaisons are to review identified needs through the respective ITNAs and schedule attendance in needed training activities.

DCFS Financial Assistance for Education

Two programs are available under DCFS Policy XI-A, DCFS Educational Leave and Educational Assistance, to encourage and assist employees in achievement of an academic degree benefiting the Division. The policy addresses the types of leave and assistance available, the application and selection processes and criteria, related personnel and contract processes, and participant benefits and responsibilities under the program. In administering the DCFS Educational Leave and Educational Assistance Program, DCFS will comply with provisions of the Americans with Disabilities Act (ADA), and Titles VI and VII of the Civil Rights Act. The program will be administered without regard to age, religion, disability, political affiliation, veteran status, sex, race, color, or national origin. The DCFS PDU conducts monitoring of the programs.

Recipients of financial support for either program are contractually obligated to commit to employment in a direct service position for a specified period of time within DCFS. Should the participant default on the repayment of field service to DCFS through either refusal to maintain

state employment or inability to remain otherwise employable during the contract repayment period, the participant shall repay the full or prorated expense within the originally established repayment timeframe.

Master of Social Work (MSW) Educational Leave Program

The purpose of the DCFS MSW Education Leave Program is to enable the Division to employ an increased number of persons who possess the MSW degree to work in programs throughout the state that serve Title IV-E children. DCFS Policy No. XI-B establishes guidelines for administering the DCFS MSW Educational Leave Program, and addresses both full and part-time agreements. Candidates must first gain acceptance from an Arkansas MSW Graduate Program before the application is considered within DCFS and the applicant must be a current employee for two years immediately prior to the initiation of the application process. Policy and the agreement mandate a 2-for-1-employment repayment.

Senior Year Stipend Program

The purpose of the DCFS Child Welfare Student Stipend Program is to hire more employees with degrees in social work and limited social work-related degrees on a statewide basis to work in DCFS programs serving Title IV-E eligible children. DCFS Policy No. XI-C establishes guidelines for administering the DCFS Child Welfare Student Stipend Program.

University student stipend applicants follow their respective university application process and undergo the interview process with the University IV-E Coordinator for acceptance into the university stipend program. Applications and other related paperwork are submitted to the DCFS PDU for review and processing. Upon timely submission and completion of all policy-mandated forms, drug testing, and histories (i.e., criminal background, driving record, Central Registry, drug tests) are returned, the application packet is forwarded to the Division Director for disposition. If approved, stipends are awarded for two semesters of the applicant's senior year. Upon graduation, the student is employed by the Division and must remain employed for a minimum of one year, as a condition of the stipend agreement.

Acceptable degrees for stipend applicants are identical to the minimum qualifications for employment as a DCFS Family Service Worker, which are the equivalent of a bachelor's degree in social work, sociology, psychology or a related field. Related fields are identified as:

- ✓ Child and Family Development
- ✓ Child Development
- ✓ Counseling (any field of Counseling)
- ✓ Family Development
- ✓ Family Services
- ✓ Human Development and Family Studies
- ✓ Human Services
- ✓ Rehabilitation Science
- ✓ Social Welfare
- ✓ Behavior Science
- ✓ Criminal Justice

- ✓ Education (Early Childhood, Elementary, Middle Level, Secondary, and Special Education)
- ✓ Home Economics/Family and Consumer Science

Training Requirements for Licensure or Certification

Employees possessing national or state certification or licensure determined by the DCFS Executive Staff to be essential for the mission of the agency shall be permitted time to obtain training credit hours to maintain such certification. These licenses or certifications may include, but are not limited to, Licensed Social Workers, Licensed Professional Counselors, and Nursing. These licenses are regulated by State licensing boards, and employees must be using their license in a job-related capacity. Holders of these or other approved licenses/certifications will be permitted to apply and attend classes/training events for the purpose of gaining sufficient knowledge and training hours to maintain their license/certification. Approvals by Executive Staff of the status of the employee's need for certification will allow future training applications to be processed through normal channels of approval. All attendance will be subject to availability and budget restrictions. These targeted training events will be considered a priority in scheduling training for the employee and would be scheduled before other non-credentialing training attendance.

Credit/Exemption for Prior Training

Employees are required to attend classes for which it has been determined that their attendance is mandatory. If the employee or supervisor believes an exemption from training is justifiable, based on completion of previous training and demonstrated competency, then a memorandum requesting exemption is passed through the supervisory chain to the DCFS Executive Staff. Either the employee or the supervisor may generate the request. Exemption will not be granted solely on the basis of academic degree.

For the request to be considered, the employee's supervisor must also approve the request, and attach details of the previous attendance, date and time of the training, examples of superior knowledge, documentation of demonstrated skills within the workplace, copies of the training material from the attended training, and verifiable copy of the training certificate or letter of attendance. After review of the documents, the DCFS Executive Staff will notify the supervisor of their decision.

Actual credit hours will not be awarded to an employee who is exempted from a mandated training topic. If, after granting an exemption for a class, the employee's skills are viewed as unacceptable in the knowledge/performance area, the employee will be required to attend the class for which exemption was awarded to ensure that the knowledge base is present. Credit hours would then be awarded for completion of the attended training event.

Training Topics and Resources

Training topics are determined by federal mandates, Council on Accreditation (COA) requirements, Program Improvement Plan (PIP) mandates, Arkansas legislation, DHHS and DCFS

policy/procedure, individual supervisory-administered needs assessments and performance reviews, and approved employee-expressed need gained through the ITNA or written / verbal requests. Additional needs may be identified by the DCFS Executive Staff or through the use of general Division-wide assessment instrument on an annual basis. All training topics are reviewed and approved by the DCFS Executive Staff on an annual basis.

Training Records and Attendance Documentation

All participation by DCFS staff and volunteers in Academic Partnership-sponsored training events will be recorded within a training database maintained by the sponsoring institution. UAF is responsible for gathering attendance information from their seven subcontracted university training providers and for maintaining a centralized training records database. All Partnership training records will be exported monthly to the DCFS **CH**ildren's **R**eporting and **I**nformation **S**ystem (CHRIS). DCFS staff with a "supervisor" level of security may view and print employee training records from the CHRIS system.

Central Office supervisory staff and Area Managers (or designees) will initiate and maintain a CFS-381 Employee Training Record for all employees. Supervisors will enter all attended training on the form and include copies of attendance verification within the folder. Area Managers (or designee) will enter all non-Partnership training attendance into CHRIS through the Training Toolbar function. Central Office supervisors (or designee) will likewise enter their employee's non-Partnership training into the CHRIS training database.

Both MidSOUTH Center and the Academic Partnership will provide documentation of training attendance to participants in the form of certificate, copy of sign-in sheet or letter of attendance. Information contained in these proofs of attendance shall have information concerning the training event identical to information areas found on the CFS-476 DCFS Training Certificate. In submitting forms for travel/expense reimbursement, DCFS participants shall attach verification of training attendance to the DHS TR1 Form. Attendance in training events, other than the University Partnership providers, participants shall obtain some form of attendance verification for their training records and expense reimbursement. Training provided in-house may be recorded on the CFS-476 and given to participants for their use.

Training Reports

Both MidSOUTH and the University of Arkansas at Fayetteville, representing the Arkansas Academic Partnership, will submit reports of compliance with training contract performance indicators required monthly to the IV-E Training Coordinator in the DCFS PDU for compliance review.

Training Announcements and Registration

Training announcements and schedules provided by the Academic Partnership are found on their respective websites:

UALR MidSOUTH – <http://www.midsouth.ualr.edu/>

UAF Partnership - <http://www.uark.edu/depts/scwk/partnership/index.html>

Additional training notifications will be made through intranet announcements to targeted DCFS employees.

All DCFS staff must complete a CFS-360 Request for Conference/Training application to attend an “elective” training event whether or not an expense is involved, but if the training is deemed mandatory, staff are not required to submit a CFS-360. Registration forms required by the sponsoring training event will also be completed and attached to the CFS-360.

Annual Review of the Training Plan

The Professional Development Team (PDT) will review this training plan on an annual basis (SFY) and a report of recommendations will be submitted to the DCFS Executive Staff for review. Upon receipt of comments from DCFS Executive Staff, the PDT will incorporate all recommendations and directives and modify the DCFS Training Plan for publication to DCFS staff by July 15th of each year.

Required Training Hours

Employees of DCFS are mandated to attend a minimum number of annual training contact hours each year as set forth in these guidelines:

- Program staff (field staff, direct client contact and caseloads), Family Service Worker (FSW) classification, Area Managers - Twenty-four (24) annual hours required.
- Program Support staff (direct client contact, secondary or no caseload), Nurses, Health Services Workers, Health Services Specialists, SSAII, ILC - Fifteen (15) annual hours required.
- Non-program staff (administrative support, office personnel, administration having no direct client contact [DCFS Central Office] including DCFS Executive Staff) - Fifteen (15) annual hours required.
- Volunteers include persons serving in a foster or adoptive care capacity for DCFS - Thirty (30) hours pre-approval and fifteen (15) annual hours required after approval. Training hour requirement for adoptive homes will cease upon the completion of the adoptive process. Volunteers who are not serving in a foster or adoptive capacity, such as community volunteers or interns, are required to attend five (5) hours per year.

Required training hours will be completed based on the time frame connected with the employee’s annual training performance evaluation (PPES), unless specific training mandates require credit prior to the completion of the PPES.

Additional Training Development Teams and Groups

The Professional Development Team (PDT), hosted by UALR, shall meet quarterly to discuss agenda items submitted by UALR, UAF, and DCFS participants. Agenda items shall address training issues, including, but not limited to, curricula development, training scheduling, problems encountered in coordinating training and reports of training delivered. A report of the minutes shall be delivered to DCFS within two weeks after the meeting. The PDT process will undergo evaluation to determine if the process requires enhancement or further development to ensure the effectiveness of the process.

The Partnership Steering Committee (“Partnership Meeting”) is hosted by UAF and meets quarterly with the DCFS Executive Staff and other designated participants to discuss partnership progress, monitor compliance and resolve problems identified by DCFS and UAF.

DCFS Responsibilities in Curriculum Development with MidSOUTH Center. In order to accomplish the effective transfer of information to MidSOUTH Center for their curriculum development, it is necessary for a curriculum pre-development group to meet to determine core issues and information needing to be included in the mandated training, along with the applicable promulgated policy. Participants in this group will include Executive Staff (or assigned designees) with knowledge with knowledge and interest in the development of critical topics to be included in the curriculum, MidSOUTH Center staff responsible for curriculum development and the DCFS PDU Manager. Upon determination of the core issues by the group, MidSOUTH will begin development of a draft curriculum and return the draft to the group and Executive Staff for review within six weeks. Upon final review and approval, MidSOUTH will begin implementation of the training as outlined in their contracted performance indicators.

Financial Reimbursement for Training Attendance

Employees and foster parents approved to attend training events and who require reimbursement shall submit their Travel Reimbursement (TR-1), through their supervisory chain. All state fiscal policy and guidelines must be adhered to in order to receive reimbursement. The DCFS Professional Development Unit will monitor and process valid reimbursement claims. Certificates or other documentation of attendance must also be submitted with CFS-360 forms (for elective training sessions) to receive reimbursement.

Funding Sources

Funding sources for training include federal funding (i.e., Title IV-E Foster Care, Title IV-E Adoption, Title IV-B part 1 and part 2, and TANF), state general revenues sources and grant funding, when available. (includes CAPTA although this is specifically used for training providers in the specific area of service delivery that they are providing). The IV-E Chafee ILP funding is used for the Annual Teen Conference training workshops.

Cost Allocation Methodology

DCFS uses the approved allocations process approved by the Federal and State plan. Listed below are the cost centers used in the cost allocation method.

- DCFS PRE-SERVICE TRAINING-FIELD 250-04-07-02-G1:
This cost center includes new worker training for DCFS field staff.
- DCFS IN-SERVICE TRAINING-FIELD 250-04-07-04-G1:
This cost center includes in-service training (excludes pre-service) for DCFS field staff.
- DCFS FOSTER/ADOPTIVE PARENTS 250-04-07-07 G1:
This cost center is used for Character 10 contracts and purchase orders to pay for training of foster/adoptive parents and other related training costs.
- DCFS EDUCATIONAL ENHANCEMENT 250-04-07-08-G1:
This cost center is for salary and fringe for DCFS staff that are on full-time educational leave.
- DCFS TRAINING 250-04-07-15-G1:
This cost center includes training for staff which is not covered by DCFS pre-service-field or DCFS in-service training-field.
- DCFS PRE-SERVICE TRAINING-SUPERVISION 250-04-07-16-G1:
This cost center is used for new supervisor/manager training (field or central office.)
- DCFS IN-SERVICE TRAINING-SUPERVISION 250-04-07-17-G1:
This cost center is used for in-service training (excludes pre-service) for DCFS field and central office supervisors and managers.
- DCFS CONTRACTING 250-04-07-18-G1:
This cost center is for Character 10 contracts and purchase orders to pay for trainers for staff and/or foster/adoptive parents.

Child Welfare Staff and Foster Parent Training	
IV-E Penetration Rate	69.52%
IV-E Fed Training Match	75%
UALR Fed-Approved Indirect Cost Rate	41.5%
UAF Fed-Approved Indirect Cost Rate	45%
UALR / UAF Indirect Cost Rate Billed to DCFS	8%

Total Estimated Cost of DCFS Training Contracts

The estimated total expenditure for IV-E training is \$7, 909, 337 for the 2006-2007 SFY fiscal year (UALR \$4, 859,720, UAF 3, 049, 617.)

Compensation Training: \$4,728,524

Reimbursable Training: \$1,443,738

Administrative Cost: \$1,736,625

This methodology includes training for all DCFS staff and includes foster parents and adoptive parents (resources).

Division of Children and Family Services Training Goals

To be Completed by June 2009

1. DCFS will review and determine changes/enhancements to ensure the effectiveness and consistency of application of current guidelines and publish a standardized method for conducting the panel process within DCFS.
2. DCFS will review current practice within the Division and develop and publish a standardized volunteer orientation packet for use in all Areas.
3. The Division will explore the possibility of developing job task competency clusters to better identify training needs of Central Office staff.
4. The Division will review various media that may be used in independent training events such as DVDs, CDs or Internet courses to expand the list of training resources used by the foster parents.
5. DCFS will review the possibility of allowing foster parents with the skills to offer life skills training to identify foster children in their home.
6. The agency will review and evaluate the process and criteria for the ITNA, to determine effectiveness of application in identification of actual training needs and impact on attendance in needed training activities. The ITNA process will also be reviewed to determine whether it will fit an intranet application so that the forms and computation could be completed online.
7. DCFS will review the process of approval of pre-service training successfully completed by foster parents prior to entering service within Arkansas. If this process is approved, foster parents from states providing pre-service training acceptable to DCFS will be allowed to be reviewed for approval upon entry into the state. A method of providing information to these foster parents concerning legislation and mandates impacting foster parenting in Arkansas must be determined.
8. With the recent development of entry and retrieval ability of worker training attendance records in CHRIS, DCFS will have need to determine the appropriate format for reports to be constructed by the CHRIS staff. DCFS Executive Staff and Area Managers will be contacted for input in the development of the needed information to be viewed multiple report formats needed to monitor employee training records.
9. DCFS will evaluate the need to require supervisory approval of the CFS-360 and transmittal of forms for all elective training events for program staff, up through and including the Assistant Director for Community Services. Some training events provided by MidSOUTH or the UAF Partnership may only need approval up to the level of Area Manager.

10. The Division will explore the development of a multi-tiered supervisor-training program to provide advanced training for supervisors. DCFS will also determine attendance criteria to allow non-supervisor staff to attend the Leadership portion of the DCFS New Supervisor Training event.

11. DCFS is evaluating the possibility of developing a Social Service Aid Educational Assistance program to allow selected SSA staff to return to school at the beginning of their junior year for the purpose of obtaining a BSW or other degree acceptable to DHHS.

Evaluation and Technical Assistance: The evaluation and research activities in DCFS that are underway or planned that are related to the goals and objectives in the plan. Described below are the technical assistance activities that will be undertaken in support of the goals and objectives of the plan.

Evaluation and Research Activities Include

Quality Services Peer Review

The Arkansas Quality Services Peer Review (QSPR) mirrors the Child and Family Service Review instrument and includes COA Case Review Requirements. Quality Assurance Reviewers from Central Office and peer reviewers (including experienced workers and supervisors) will examine services needed and provided, length of service, and changes in case status or level and compliance with established timeframes. Reviewers will have access to quantitative information obtained through Arkansas CHildren's Reporting and Information System (CHRIS) electronic case record review prior to the on-site qualitative reviews. Also, paper records will be reviewed and family members, age-appropriate children, foster parents and stakeholders will be interviewed as part of the process.

Each month, peer record reviews will be conducted for each of the five following services:

- Child Protective Services,
- Adoption Services (children in foster care, in pre-adoptive placements),
- In-Home Support Services (also open as either a supportive service, child protective or foster care case),
- Intensive Family Preservation (only the direct service IFS cases in Pulaski County, these will also be open as a supportive service, child protective or foster care case), and
- Foster and Kinship Care Services.

For every service that has 100 or more consumers (ie., child protective services, adoption services, in-home support services and foster and kinship care), DCFS will review a minimum of 100 cases per year. We will review 100% of the direct service IFS cases in Pulaski County. The cases will be randomly selected by area, using SPSS software that will provide a number assignment identifying the selection and assuring each county is included in the review.

One of the goals of case record reviews is to examine documentation for every case including:

- assessments,
- service plans,
- appropriate consents,
- progress or case notes or summaries,
- evidence of quarterly case supervision,
- relevant signatures,
- service outcomes and
- aftercare plans.

The QSPR is an in-depth review to determine how children and their families' benefit from the services they receive. Each review will focus on a single DCFS Area and will be conducted within an intensive one-week period. Each Area will be reviewed once a year, except for the largest population area, which will be reviewed three times a year. The QSPR will shift the focus away from compliance and quantitative measures and toward the areas of practice, results and qualitative concerns, including the outcome domains that form the basis of the federal Child and Family Services Reviews: safety, permanency and child and family well-being.

Mentoring Supervisors Project - The Southern Regional Quality Improvement Center for Child Protection (SR QIC) accepted applications for demonstration projects from states for the identification of hypotheses to be tested in their research design. Arkansas along with 3 other states received funding Alabama/Mississippi, Missouri and Tennessee. The project funding is \$125,000 per year for 3 years for the implementation of the intervention and a six-month close out period at a funding level of \$62,000 for an evaluation of the intervention.

Those hypotheses include:

- Structured casework supervision approaches will positively affect child protection worker practice in assessment and intervention with families.
- Structured casework supervision approaches will positively affect preventable worker turnover.
- Structured casework supervision approaches will positively affect client outcomes.

This project is in partnership with UALR, UA Fayetteville and the Arkansas Commission on Child Abuse Rape and Domestic Violence. The project is currently in the 3rd year of implementation. DCFS intervention is a model of supervision that incorporates the interactional and educational components reflecting the parallel process between worker-supervisor and worker-client relationship. A support element will be provided through employing a mentor for 20 experienced supervisors in Area I, Area V and Area 6 which is (three) of the ten (10) DCFS state designated service areas. This intervention will test the five (5) key functions of supervision: structure, regularity, consistency, case oriented, and evaluation. Specific techniques will be implemented with the goal of improving the supervisor's knowledge and ability to teach supervisees accurate assessment skills.

Adoption Services Coalition – The Division received funding for \$350,000 a year for the next five years. The purpose of this project is to test Adoption Services Coalitions as a model for involving communities in the recruitment and retention of adoptive parents for children in foster care. To develop and support ten (10) Adoption Services Coalitions across the state and develop video clips of waiting children with information to post them on the web as well as websites of prospective adoptive parents to assist in matching. The project will provide support recruitment ideas to the Adoption Service Coalitions.

Technical Assistance for the Program Improvement Plan and the CFSP includes the following:

- The NRC on Family Centered Practice revision of assessment and case planning process and to assist in the development of a system to assess and address service needs.
- The NRC for Youth Development to assist with development of an independent living training curriculum for foster parents.
- The NRC on Legal and Judicial Issues to assist with training on meeting the educational needs of foster children.
- The NRC on Special Needs Adoption to assist with training mental health professionals to support adoptive families of children with special needs.
- The NRC on Organizational Improvement to enhance current CQI activities.

CAPTA State Grant Funds and Activities for FY 2004 - 2009

Requirement - An update of activities that the State intends to carry out with its CAPTA State Grant funds and any changes in activities for FY 2004 – FY 2009 funds.

Programs to be funded with CAPTA monies continue to provide support to the prevention of child abuse and neglect. Workers are referring to the preventive services in increasing numbers and our monitoring of best practice indicates the appropriateness of referrals.

Arkansas plans to:

- Continue complying with identified CAPTA program areas 7 and 8 as they are very compatible with our goals and objectives related to family preservation.
- Adding CAPTA Area 5, developing, strengthening, and facilitating training opportunities and requirements for individuals overseeing and providing services to children and their families through the child protection system.
- Develop and provide preventive and intervention programs that focus on healthy marriages and the fatherhood initiative.

The services and training to be provided under the CAPTA

Requirement - A description of the services and training provided under the CAPTA State Grant as required by section 106(b)(2)(C) of CAPTA.

Performance Indicators for contract services funded under CAPTA have been rewritten to contain more specificity covering outcomes. Evaluation tools have been revised, and the parenting program has a pre- and post-test. Changes in CHRIS for an Information & Referral system have been completed. Training is being provided on the services referral system. Program Managers are covering the ten areas training county staff on appropriate referrals and case documentation. This support will continue.

The Chafee Foster Care Independence Program – FY 2004 - 2009

Requirement - States with an existing CFSP must include the following information regarding CFCIP in the APSR. This submission serves as a report on FY 2004 activities and an application for FY 2004 funds. This information may be included as a separate section of the APSR, or incorporated in sections that are listed in A.1 above, as appropriate.

The Program

The Title IV-E Chafee Foster Care Independence Program (CFCIP) continued to operate in unison with the Foster Care Program during FY2003 to improve information dissemination about the CFCIP Program in the ten Children and Family Services areas in Arkansas. This was done to assist in the recruitment and training of foster parents and the recruitment of teens into the program and to provide the public with knowledge of what the program can do for foster teens. Information was shared with private facilities that house foster teens in an effort to further develop a working partnership so that a broader spectrum of basic life-skills training could be provided to teens prior to their reaching the age of emancipation. A concerted effort was begun to search out professionals and academics that can assist the program in providing basic life-skills training at little or no cost to the grant program on an in-kind basis. These resources can provide real world information to the teens about short and long-term situations that will affect them now and later as well as offering advice and support as a mentor would.

Categories of clients

The Division's Chafee Foster Care Independence Program provides services to youth between the ages of 14 to 21 to three (3) categories of clients:

1. Foster care youth, IV-E eligible and non IV-E eligible, between the ages of sixteen and twenty-one (16-21) participating in high school, secondary school or an equivalent technical program.
2. Former foster care youth up to the age of twenty-one (21) are eligible for post-discharge services (After-care) if the youth was in foster care on his or her sixteenth (18th) birthday. Post-discharge services may include additional life-skills training. Also job search assistance, housing search assistance, community involvement, and board assistance may be provided, as funds are available.
3. Foster teens age 14-15 are provided appropriate life skills training and other services based on evaluations and assessments. These services have been provided for the past 5 years.

Policies of the Program

The Division of Children and Family Services continues to implement policy revisions regarding the Chafee legislation and to continually evaluate and revise existing policy to conform to changes in program goals, activities and services.

Program Training - will continue providing training and life skills workshops in the following
Finance/Money Management,
Vocational Planning,
Parenting Health and Hygiene,
Personal Appearance,

Nutrition,
Housing,
Team Building,
Self-Esteem,
Legal Issues,
Job Search/Vocational Planning,
College Preparation, Duties,
STD's/Sexual Awareness,
Conflict Resolution and Community Resources.

After-care services were provided to youth

Financial Assistance – After Care Services

Provided financial, housing, counseling, employment, education, and other appropriate support services to former foster care recipients between 18 and 21 years of age.

- Room and board is for rent, utility deposits and food for foster teens that are age 18 or older and have emancipated from care and custody of the state. Basic housekeeping items are also included in this definition as “start-up” items to insure that needed items to begin basic housekeeping are available.
- Room and board payments for eligible youth who have aged out of foster care and request assistance will be limited in policy to up to \$500 per month for a maximum of three months, consecutive or not, and start-up assistance will be limited to a maximum of up to \$500. Start-up assistance will be limited to purchase of basic furniture and housekeeping items such as towels, sheets, cooking utensils, cleaning supplies and tools and safety items. Total assistance of up to \$2000 will be allowed for start-up and room and board.
- Outreach for after-care services is being provided in the search for "former foster youth" in need of 'After-care Services' by informing staff, foster parents, attorneys ad-litem, Youth Advisory Board members etc. of the "After-care" benefits and procedures.

Training

Information on specific training that was conducted during fiscal year 2003, and will be conducted in FY 2004, in support of the goals and objectives include the following:

- Individual and group training for foster parents and teen sponsors is being provided, developed further and expanded to increase the knowledge and skills of this population in dealing with foster teens and assisting with life-skills development and reinforcement. 219 foster parents attended the various trainings and workshops.
- *Independent Living Coordinators were provided training on the Ansell Casey Assessment form and on Gangs and Drugs. Independent Living Coordinators, Family Service Workers and supervisors were provided training on the new policy that incorporated Chafee regulations. That training is still ongoing and will continue for new workers as they are hired.

- All life-skills training continues to be available to teens (up to age 21) that have aged out of foster care. In addition, they are still eligible for one-on-one counseling and staff assistance in the areas of housing, employment, financial management and transportation. If they choose to voluntarily remain in care after age 18 and continue their educational pursuits, they are also eligible for financial assistance with tuition, fees, books and room and board expenses. Teens that opt to leave care at age 18 or before age 21 will remain eligible for financial assistance with start-up items and room and board on an as-requested, funds-available basis. Policy and procedure to comply with the CFCIP legislation is being developed for promulgation concerning the eligibility and limitations of financial support for former foster care clients. Services are also available to adoptees that were formerly in foster care.

Support Services

Provided personal and emotional support to youth through mentors and the promotion of interactions with dedicated adults by conducting the following:

- Youth Advisory Board - Arkansas' Chafee Foster Care Independence Program has developed the guidelines, requirements, duties and functions of a Youth Advisory Board. This board has an active role in the design and scope of programs and services offered to CFCIP participants and attend quarterly meeting with agency staff, CFCIP Coordinators and Management. They have viable input into their case plans and services offered to them to achieve their goal of self-sufficiency as well as represent the foster youth from their respective areas. Youth from all DCFS Areas of the state are represented and are encouraged to meet with other foster teens in their areas to determine relevant needs and program adjuncts and offer input and advice on ways to meet them. The board met several times in the last year.
- Teen Conference - an annual team conference is coordinated and presented the conference instead of using CFCIP funds to contract for this service. Foster youth, IL Coordinators, Family Service Workers plus guests and presentations are provided at this conference.

* Independent Living Coordinators annual salary for these nine (9) employees will be paid out of the Independent Living Grant.

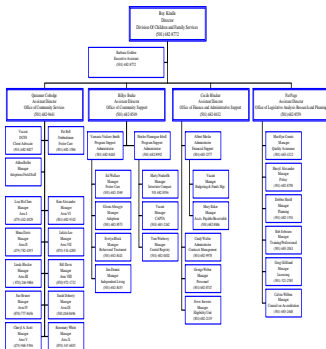
Trust Fund Incentive Program

A trust fund is a “treasury” account budget in the Arkansas Administrative Statewide Information System that provides youth with financial and other appropriate support and services designed to help them transition to adulthood. For Arkansas, the trust fund program for youth receiving independent living services or transition assistance is described as the Educational Incentive Trust Fund for Post-Secondary Students. The fund provides an incentive savings account for students pursuing post-secondary educational goals to that upon completion of the course, aging out of the CFCIP system or being unable to continue or completed the course; there will be funds available to the student. Funds will also help with start-up expenses, housing expenses and other expenses required to complete the transition into adulthood and productivity.

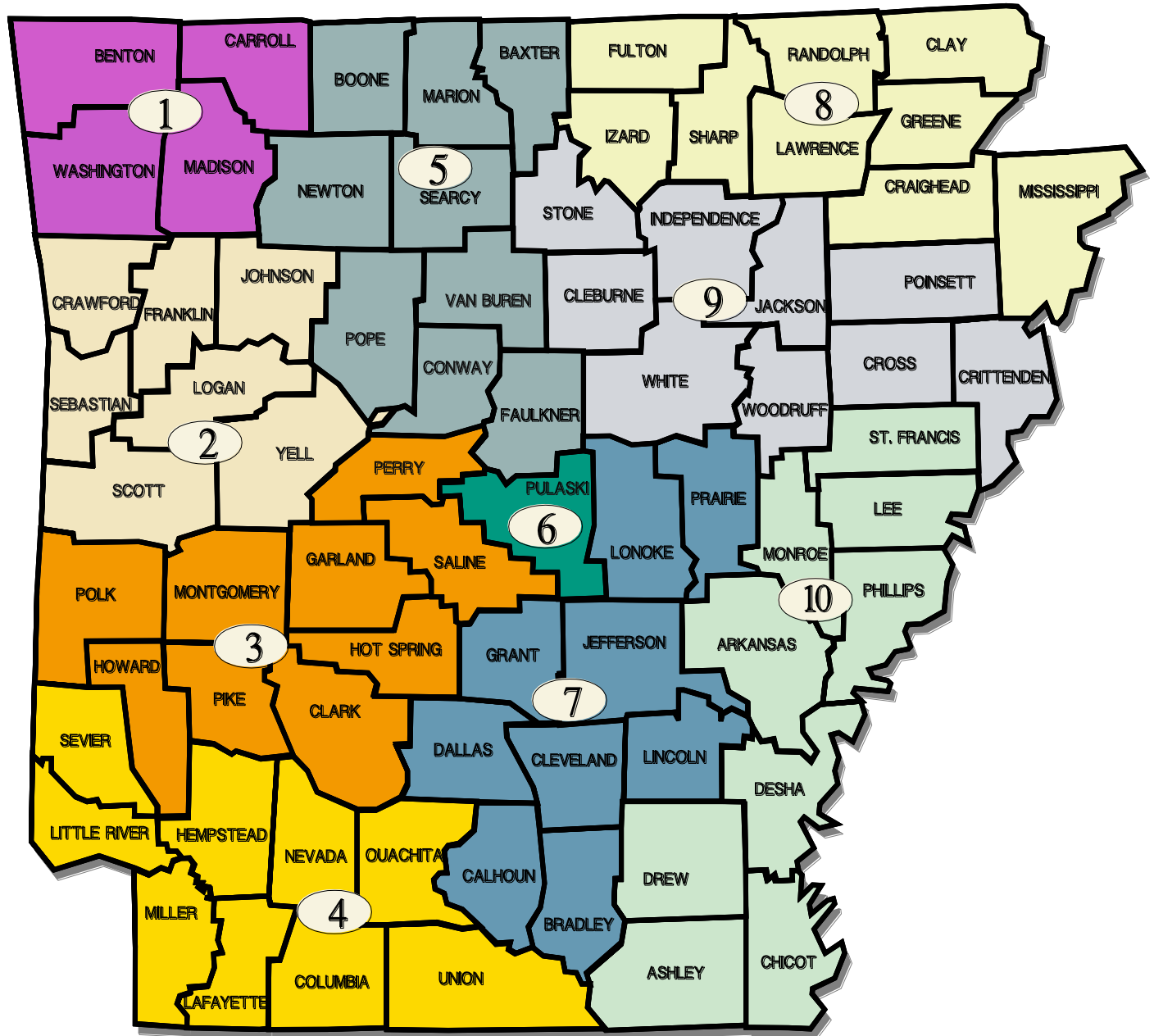
It is estimated that the AR-CFCIP program will expend approximately \$23,000 on 16 former foster youth through the Arkansas Trust Fund Incentive Program during FFY 2004. This will include youth who were enrolled in 4-year colleges, 2-year colleges, vocational-technical schools and trade schools and who successfully completed college semesters or courses of study in other accredited schools prior to their cases being closed or aging out of care.

Appendix I

Organization chart of the Division



Appendix II



Appendix III**SERVICE DEFINITIONS****Adolescent Sexual Abuse Program**

Services for children and youth who have diagnosed and/or adjudicated as a sexual offender based on a substantiated report of sexual abuse.

Comprehensive Residential Treatment

Intensive therapeutic care in a residential treatment facility. The service is provided to individuals with severe emotional or behavioral problems which cannot be remedied by less intensive treatment, as diagnosed by a qualified professional. Service is offered to prepare a client for a less intensive treatment or for independent living.

Counseling Services

Services based on a family-centered approach and intended to strengthen family functioning. Counseling Services encourage families and individuals to build upon their existing strengths, to develop capacities to meet their needs, and to acquire new skills. Services may include problem identification and resolution; identification of feasible goals; emotional support and guidance; provision of basic skills for functioning in the community; exploration of possible alternative behavior patterns; and development and strengthening the capacity for personal and social functioning. Services may be in-home or office-based. Counseling Services are intended for families whose children are at risk of an out-of-home placement or have experienced an out-of-home placement and reunification is planned.

Drug Assessments

Assessment to determine usage of illegal drugs or alcohol that would impact the safety and well being of children. Assessment is based on either a court order or a DCFS referral. It must be performed under controlled circumstances and within specific timeframes.

Emergency Shelter for Children

Emergency shelter is available on a twenty-four (24) hour basis for up to forty- five (45) days in a six-month period for youth whose circumstances or behavior requires immediate removal from their home. The extent and depth of the services provided to a youth in the Emergency Shelter program will depend upon the individual needs of the youth and referral source.

Foster Child Comprehensive Medical Services

Multi-disciplinary team evaluations in outreach clinics for all foster children within sixty days to entering care. The evaluation includes medical, vision, psychological, educational, speech/language, and social history assessments in addition to a complete management plan.

Intensive Family Services (IFS)

A mixture of in-home counseling and support services intended for families with multiple and severe problems whose children are in imminent risk of an out-of-home placement or have already experienced an out-of-home placement and reunification is planned. The service is aimed at ensuring the safety of family members while helping the family learn how to stay together successfully. Services are family-centered, behaviorally oriented, immediate, intensive, and short-term. DCFS provides IFS directly through staff in Pulaski County.

Interpreter Services

Language interpretation services and sign language interpretation services are provided in conjunction with the provision of child welfare services. Both types of interpretation services are needed to ensure adequate communication between DCFS staff and clients as it relates to the delivery of child welfare services.

Psychological Evaluations

Provided to DCFS referrals to determine the emotional suitability of a caretaker. Activities include the administration and interpretation of appropriate psychological tests. Services are used to prevent out-of-home placement and promote reunification of families.

Residential Treatment Care

Twenty-four (24) hour treatment services that are available for up to a one year for each youth whose emotional and/or behavioral problems, as diagnosed by a qualified professional, cannot be remedied in their own home.

Respite Care Services

Services are provided to client families in order to prevent a disruption in a biological family, foster family, or adoptive family. Additional family benefits included the following: allowing the family to engage in daily activities thus decreasing their feelings of isolation; providing the family with an opportunity for rest and relaxation; improving the family's ability to cope with daily responsibilities; maintaining the family's stability during crisis situations; helping preserve the family unit by decreasing the pressures that might lead to divorce, institutionalization, abuse or neglect; and making it possible for people to establish an individual identity and enrich their lives.

Specialized Foster Care Services for the Developmentally Delayed Children/DDS

Foster Care Services for children with severe, chronic disability that is attributable to a mental or physical impairment or combination of mental and physical impairments.

Therapeutic Foster Care

Intensive therapeutic care for children provided in family homes that operates within a comprehensive residential treatment system or as an adjunct to a mental health center and for which a fee is paid to specifically trained foster families. Children to whom this service is provided have physical, emotional, or behavioral problems, which cannot be remedied, in their own home, in a routine foster-parenting situation, or in a residential treatment program.

SERVICE ACCESSIBILITY

All DCFS services previously listed are accessible statewide except for the following services that are accessible by the counties identified.

Counseling

Searcy, Conway, Van Buren, Faulkner, Pope, Garland, Dallas, Cleveland, Jefferson, Bradley, Calhoun, Lincoln, Grant, Union, Ouachita, St. Francis, Lee, Phillips, Monroe, Arkansas, Desha, Chicot, Drew, Ashley, Clay, Lawrence, Mississippi, Fulton, Izard, Randolph, Sharp, White, Clark, Hot Spring, Howard, Montgomery, Perry, Pike, Polk, Saline, Craighead, Greene, Cross, Crittenden, Poinsett, Cleburne, Independence, Jackson, Pulaski, Boone, Marion, Baxter, Newton, Washington, Carroll, Madison, Benton, Crawford, Franklin, Johnson, Logan, Sebastian, and Scott

Intensive Family Service

Hempstead, Lafayette, Little River, Miller, Ashley, Chicot, Desha, Drew Crittenden, Poinsett, Cross, Phillips, St Francis, Lee, Benton, Carroll, Washington, Madison, Crawford, Franklin, Johnson, Sebastian, Logan Scott, Garland, Marion, Baxter, Pope Clark, Hot Spring, Saline and Pulaski (in-house).

Respite Care

Pulaski, Sebastian, Johnson, Yell, Crawford, Scott, Logan, Franklin, Clay, Craighead, Fulton, Greene, Izard, Lawrence, Mississippi, Randolph, Sharp, Benton, Carroll, Madison, Washington, Clark, Garland, Hot Spring, Howard, Montgomery, Perry, Pike, Polk, Saline, Columbia, Hempstead, Lafayette, Little River, Miller, Nevada, Ouachita, Sevier, Union, Bradley, Calhoun, Cleveland, Dallas, Grant, Jefferson, Lincoln, Lonoke, Prairie, Arkansas, Ashley, Chicot, Desha, Drew, Lee, Monroe, and Phillips.

Appendix IV

A look back on our main service areas for the last five SFY years.

Area of Service	SFY 2003	SFY 2002	SFY 2001	SFY 2000	SFY 1999
To protect children, the DCFS conducts investigations of child maltreatment reports	19,699	18,541	19,822	16,759	17,788
To maintain children in their homes safely, we provided services to families	9,172	9,288	9,625	9,301	6,757
To support families and prevent abuse and neglect we provided services to families	899	931	942	948	1,387
We placed children in foster care to assure child safety	6,213	6,471	6,286	5,486	5,129
Children were placed in permanent adoptive homes.	422	478	398	352	305
We recruited families to serve as foster parents	294	317	325	391	271

Appendix V

The National Standards

The national standards on the six (6) statewide data indicators that are used in the child and family service reviews to determine, in part, whether or not States are operating in substantial conformity.

Six indicators are being used in determinations of substantial conformity. Those six statewide data indicators are as follows:

- Recurrence of maltreatment
- Incidence of child abuse and/or neglect in foster care
- Foster care re-entries
- Length of time to achieve reunification
- Length of time to achieve adoption
- Stability of foster care placement

The national standards are based on information that is reported by States to the Detailed Case Data Component of the National Child Abuse and Neglect Data System (NCANDS) and the Adoption and Foster Care Analysis and Reporting System (AFCARS).

Statewide Data Indicator	National Standard	AR FY 1999	AR FY 2001	AR FY 2002	AR FY 2003
Recurrence of maltreatment	6.1%	4.5%	5.29%	5.9%	4.75%
Incidence of child abuse and/or neglect in foster care	0.57%	.29%	0.3%	0.36%	0.31%
Foster care re-entries	8.6%	10.57%	12.1%	11.14%	11.37%
Stability of foster care placements	86.7%	68.63%	75.3%	77.5%	78.13%
Length of time to achieve reunification	76.2%	83.38%	85.7%	87.67%	89.19%
Length of time to achieve adoption	32%	26.02%	35.2%	31.88%	39.66%

ACF-CB-IM-01-07: Issued: August 16, 2001. Updated National Standards for the Child and Family Service Reviews and Guidance on Program Improvement Plans.

Appendix VI

The CFSP Plan was developed in collaboration with family, youth, foster and adoptive parents, program staff, field staff, stakeholders, and DCFS and DHS executive staff. The Division conducted a number of planning sessions to formulate the issues, challenges, our beliefs, service needs, goals and objectives. In addition to the ongoing PIP Strategy group and subgroup meetings that are held monthly, we conducted the following planning sessions to formulate this five-year plan.

Meeting	Date
Strategic Planning Meeting	March 23 and 24, 2004
DCFS Advisory Board Meeting	April 14, 2004
DCFS Central Office Program Staff	May 5, 2004
DCFS Executive staff, Program Staff and Area Management	May 13 and 14, 2004

Participants Included:

Name	Agency	DCFS Area
Alden Roller	Adoptions Field Unit, DCFS	Central Office
Amy Grissom	U.S. HHS, ACF Region VI	Dallas, TX
Anne Wells	Assistant Director, Division of Behavior Health Services	Central Office
Ashley	Foster Youth	X
Audra Clark	IV-E Partner, UAM	
Becky Fudge	CASA	II
Bev Steimla	University of Arkansas, Fayetteville School of Social Work	I
Bill Davis	Area Manager	VIII
Billye Burke	Assistant Director, Community Support, DCFS	Central Office
Bob Sebourn	Manager Professional Development Unit	Central Office
Brenda Atkins	County Supervisor (IL and placement) also a member of PIP	Area IV
Bruce Cohen, MS, LPE	Mental Health Provider	VI
Calvin Wilbon	COA Coordinator, DCFS	Central Office
Carla Reyes	Attorney Ad Litem	IV
Cecile Blucker	Assistant Director, DCFS	Central Office
Charles Rhodes	ILP Coordinator	Area I
Charlotte	Foster Youth	III
Cheryl A Scott	Area Manager	VI
Christine Thomas	Supervisor	Area VII
Cindy Waller	Contracts Manager, DCFS	Central Office
Connie Hickman Tanner,	Juvenile Court Director , Administrative Offices of the Court	VI
Consevilla James, Director	DCFC Provider, THINC	VI
Cora Martin	Family Service Worker, DCFS	VIII
Cynthia Pace	Social Service Aide, DCFS	Area VI
Cynthia Stroud	Family Service Worker, DCFS	
Dana McClain, Attorney	Disability Community	VI
Dan McCluskey	Professional Development Unit, DCFS	Central Office
David Tindall	HZA Associates	
Debbie Shiell	Planning Manager, DCFS	Central Office
Deborah Steverson	County Supervisor, DCFS	IX
Dona Gurley	Clay County Supervisor, DCFS	Area VIII
Donna Hopper	IV-E Training, MidSOUTH	
Donna Wiscaver	ILP Coordinator, DCFS	Area III

Name	Agency	DCFS Area
Dr. Benny Gooden, Supt.	Educator	II
Dr. Karen Worley	UAMS, Family Treatment, Therapist+B75	Little Rock
Ed Wallace	Foster Care Manager, DCFS	Central Office
Estella Smith	Legislative Bureau of Research	
Evelyn Block	DCFS Manager – Behavior Treatment Unit	Central Office
Garrick Rogers	Family Service Worker, DCFS	
Gary Arnold	Juvenile Judge	Pine Bluff
Georganne Lewis	Planning Specialist, DCFS	Central Office
George Weber	Personnel Manager, DCFS	Central Office
Gloria Aboagye	Adoptions Manager, DCFS	Central Office
Gloria Billings	County Supervisor, DCFS	IV
Greg Gilliland	Child Welfare Agency Licensing Mgr, DCFS	IV
Howard Turney, Director	School of Social Work, University of Arkansas, Little Rock, AR	
James Dennis	Independent Living Coordinator	Central Office
Jamhl Williams	Assessment Supervisor	Area VI
Jean Button	IV-E Partner – University of Arkansas Fayetteville, Arkansas	I
Jennifer Baker	County Supervisor	V
Jennifer Plumley	Family Service Worker	IV
Jerry Walsh	DCFS Provider, South Arkansas Youth Services	IV
Jessica	Foster Youth	II
Jimmy Seldvedge	Foster Parent	White County IX
Joe Bryan	MidSOUTH Academy, UALR	VI
John Allen	Manager, Mental Health in DCFS	Central Office
John Brownlee	MidSOUTH Academy, UALR	VI
Johna Collins,	Social Service Aide, DCFS	IX - White
Joyce Lee	Division of County Operations	Central Office
Judy Goodson	IV-E Partner, University of Arkansas, Fayetteville, Arkansas	I
Julie Chavis	19th Division Circuit Court, Pulaski County	
June Simpson	Adoptive Parent (Disability Comm)	VI
Juneann Greene	Hot Springs County Supervisor, DCFS	Area III
Kaye Beall	Arkansas State Police, Crimes Against Children Division	
Kim Alexander	Area Manager	VI
Kim Swartze	Unit Supervisor, Sebastian County, DCFS	Area II

Name	Agency	DCFS Area
Kristen Shelton	Family Service Worker, Johnson County	Area II
Landa Mandry	Foster Parent	Area VII
Lee Allen	IV-E Partner - UAPB	Pine Bluff
Lekita Lee	Area Manager	VII
Libby Cox	County Supervisor	X
Linda Blocker	Area Manager	III
Linda Greer	Division of County Operations	Central Office
Linda Robinson	Program Manager, DCFS	Central Office
Lisa McClure	Area Manager	I
Lisa McGee, Attorney	DHS Office of Chief Counsel Attorney	VI
Loran Jones	Foster Youth	
Lorna Beach	DCFS Supervisor	Area V
Marie Lawrence	County Supervisor, Yell County	Area II
Marilyn Counts	QA Manager	Central Office
Mardy Norduth	ICPC Manager, DCFS	Central Office
Max Snowden	Executive Director, Arkansas Commission of Child Abuse, Rape and Domestic Violence	Little Rock
Michael Chase	DHS Office of Chief Counsel	Central Office
Mona Davis	Area Manager	II
Mrs. Denise Shelton	Consumer	Area IV
Naomi Camyn	ILP Coordinator	II
Paul Kelly, Interim Exec. Director	Arkansas Advocates for Children and Families	VI
Quranner Cotledge	Assistant Director, Community Services, DCFS	Central Office
Ray Scott,	Member at Large	VI
Rep. Joyce Dees	Legislator	VII & IV
Romy Boykins	Supervisor	Area VI
Rose Warfield-McGill	Foster Parent	IV
Rosemary White	Area Manager	X
Rosie Cole	Dallas County Supervisor/ILP	Area VII
Roy Kindle	DCFS Director	Central Office
Ryan Foster	Family Service Worker	Area I
Sandi Doherty	Area Manager	IX
Senator Brenda Gullett	Legislator	VII & VI
Shannon Porchia	FSW	Area VII
Sharon Patterson	Family Service Worker	IX - White
Sheila Cook	FSW Specialist	Area VIII
Sherri Burris	SSA/ILP Coordinator	Area VIII

Name	Agency	DCFS Area
Shirlee Flanigan Isbell	Administrator In Home Services, DCFS	Central Office
Sonny Ferguson	ADAP, Division of Behavior Health	
Steve Hodge	Family Service Worker	
Sue Bruner	Area Manager	IV
Susann Henry	Placement Unit Supervisor	Area VIII
Susie Bunch	Foster Parent	
The Honorable Joyce Warren, Juvenile Ct. Judge	Juvenile Ct. Judge	VI
Varnaria Vickers-Smith	Administrator of Out of Home Services, DCFS	Central Office